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Advertising & Selling

FORTNIGHTLY

By Goesle-Roese Studio for Pinellas Country Club.

MAY 6, 1925 15 CENTS A COPY

In this issue:

"Winning National Distribution for a Local Product" By E. J. Curtis; "Quality Circulation from the Publisher's Office" By Sara Hamilton Birchall; "The Best Contract Arrangements to Make with Branch Managers"; "When the Salesmen Lack the Necessary Confidence" By George R. Miller

ON

When The People of Chicago Buy—

they logically look for their shop news and buying information in The Chicago Daily News, because they are accustomed to finding it there.

And it is there. Not the least of the journalistic services that The Daily News renders the buyers of Chicago is the extent, variety and comprehensiveness of its advertising. Every day this advertising is in effect a directory and guide to everything offered for sale in any part of Chicago. The reader doesn't have to "borrow another paper" to find what is wanted. It is all advertised here—display and classified.

The Daily News is called "the department store of newspapers" because of the comprehensiveness of its service to its readers—in news, editorial features and advertising.

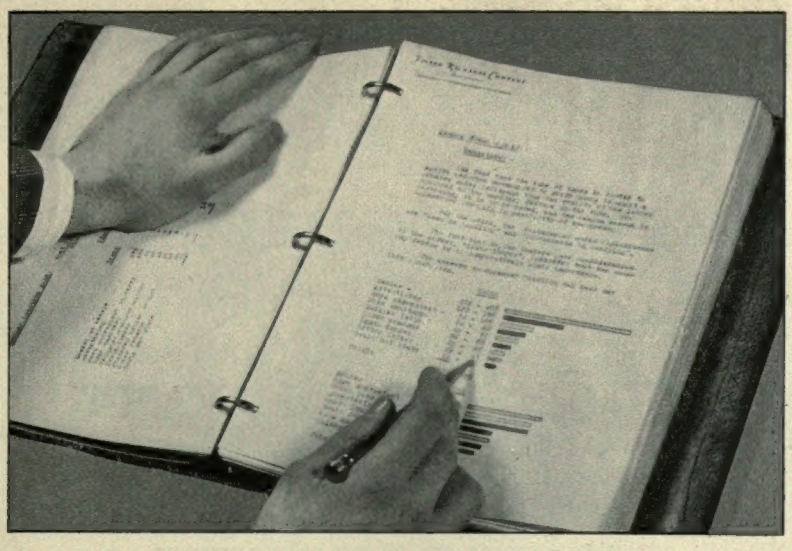
Its scope and variety of reader interest are paralleled by the scope and variety of its advertising, and its readers are responsive in both.

THE CHICAGO DAILY NEWS

First in Chicago

Bound Periodical 487209 Ap 19 '26

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $2.00 per year. Volume 5. No. 1. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.



Are your customers 12 to 1 *for or against you?*

THE owners of a certain business had decided that their product must conform to prevailing styles. Accordingly, they had designed and pushed models in which the feature that had been basic in the product originally was obscured if not almost lost sight of.

But in spite of this effort to do what seemed to be the right thing, sales slumped. The situation became serious. They at length realized the need of finding out what people really thought about their goods.

A Richards Field Survey was undertaken. When it was completed, the findings left no room for doubt. Ninety-two per cent of those users who were interviewed said that they bought the product because of the features it had as originally designed. In other words, by a majority of 12 to 1 *they didn't give a hang for style!*

Although this case is extreme, it is our judgment based on experience that no manufacturer should try to decide marketing problems without first knowing exactly how his customers view his goods. Hence our first step in arriving at advertising and sales plans is to get the views of many people, sometimes thousands of consumers, retailers, and jobbers. This first-hand information, together with our recommendations, is called a Richards Book of Facts and becomes the exclusive property of the manufacturer.

For such manufacturers, a Richards Book of Facts is a constant source of sales and marketing information. One business head expresses its value when he says, "Instead of guessing blindly and stumbling along in the dark, I now have a fund of practical information that provides a logical background for everything I do."

Our new booklet "Business Research" tells how "Facts first" may be applied to a business. Write for a copy.

JOSEPH RICHARDS COMPANY, INC.
251 Park Avenue New York City
An Advertising Agency Established 1874
Member AMERICAN ASSOCIATION ADVERTISING AGENCIES

RICHARDS *"Facts first—then Advertising"*
TRADE MARK REG.

THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK

If you want to know about our work, watch the advertising of the following:

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
TAVANNES WATCHES
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
WELLSWORTH OPTICAL PRODUCTS
TARVIA
DUZ
WALLACE SILVER
HAVOLINE OIL
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEWITT WORK-LIGHT
L & G AGATE WARE
BONDED FLOORS
TAO TEA BALLS
NEW-SKIN

What we've done for others we can do for you.

Member of the American Association of Advertising Agencies
Member of the Audit Bureau of Circulations
Member of the National Outdoor Advertising Bureau

Page 5—The News Digest

Doyle, Kitchen & McCormick, Inc.

Is the name adopted by a new advertising agency which has opened offices at 2 West 45th Street, New York City. It is headed by Harry B. Doyle, formerly vice-president of the Philip Kobbé Company, Inc.; Victor C. Kitchen, formerly copy and research chief of the Bates Advertising Company and vice-president and secretary of the Philip Kobbé Company, Inc.; and Clifford J. McCormick, formerly general manager of the Lawler, McCormick Company. R. F. Vander Gheynst, until recently assistant treasurer of the Philip Kobbé Company, Inc., has been appointed secretary of the new company.

Hicks Advertising Agency

New York, will direct advertising for Richard J. Hickson Fashions, headed by Richard J. Hickson, American couturier, now engaged in creating fashions for wholesale national distribution through exclusive agencies.

McLain-Simpers Organization

Philadelphia and New York, will direct advertising for the Diamond State Fibre Company of Bridgeport, Pa.

Frank LeRoy Blanchard

Advertising manager of Henry L. Doherty & Company, New York, who has retired from the field of advertising teaching after twenty years of service, was honored at a recognition dinner at the Hotel McAlpin on the evening of April 30. Ex-Governor Charles S. Whitman presided, while among the speakers were George B. Hotchkiss of New York University, Earnest Elmo Calkins of Calkins & Holden, and Burt B. Farnsworth of Springfield College.

Campbell-Ewald Company

New York office, will direct advertising for the Anti-Stall Company, Inc., Mount Vernon, N. Y., manufacturers of a device which automatically prevents an automobile from stalling so long as there is gasoline in the tank and electricity in the battery.

Will Hammell, Inc.

Has been organized by Will Hammell, for the last six years art director and visualizer with Frank Seaman, Inc. The new organization is located at 25 West 45th Street, New York.

W. O. Woodward Company, Inc.

New York, will handle distribution, sales and dealer display advertising nationally for the Dorothy Vernon toilet preparations, manufactured by the Jennings Manufacturing Company of Grand Rapids, Mich.

The Thumbnail Business Review

By Floyd W. Parsons

LOOSE talk does a vast amount of damage year in and year out. It is difficult to determine which class holds the record for the highest percentage of mistaken forecasts—the rank optimists or the extreme pessimists. Fortunately a great many of our people have taken time to check up prophecies in recent years that were only guesses suggested by careless observation.

¶ I doubt if there has ever been a time when there was a better foundation available on which to build a sound and profitable business structure than we have today. Basic business conditions are better than they have been at any time since the war ended, and they are as good as they ever were before the war started. There never has been a time when our industries were free of difficulties or confronted by serious problems. There has never been a time when it was impossible to point to several great industries that were in the throes of depression.

¶ We have not permitted ourselves to be carried into a period of inflation. Let us be equally determined that there shall be no journey in the other direction. The slight recession in certain lines of business is perfectly natural. It is not at all surprising or unusual that with some weakening of prices there should be a tendency to defer orders. The first quarter of this year showed the largest volume of railroad tonnage and the largest volume of payments through banks ever recorded during this same period of any year. For every unfavorable fact right now, it is possible to set forth ten others that are constructive and encouraging. The present situation is one that demands a study of more economical methods, and while this means a slow growth, it also indicates a type of expansion that will be sound and sure.

Louis Charles Rosenberg, Inc.

New advertising agency, has opened offices at 171 Madison Avenue, New York.

Dorrance, Sullivan & Company

New York, will direct advertising for Pathex, Inc., same city, manufacturers of a complete photographing and projecting motion picture outfit for amateurs, and the Zenitherm Company of Newark, N. J., makers of thermostatic fireproof flooring and building material. Alfred Strasser has returned to Dorrance, Sullivan & Company as art director after a year and a half of service supervising art and mechanical production work for the General Motors Export Company.

Cadillac Motor Car Company

Has appointed MacManus, Inc., Detroit, to direct its advertising. MacManus, Inc., served in the same capacity for a period of more than twelve years during the earlier developments of the Cadillac models but was succeeded not long ago by another agency.

F. J. Ross Company, Inc.

New York, will act as advertising counsel for the Pooley Company of Philadelphia, manufacturer of radio cabinets.

Pedlar and Ryan, Inc.

Is the name of a new advertising agency which has been formed by Louis C. Pedlar and T. L. L. Ryan, until recently associated with Barton, Durstine & Osborn, New York. L. J. Delaney, formerly with the Audit Bureau of Circulation and the Thresher Advertising Service, will be in charge of rates and media. The new concern has opened offices in the Postum Building, 250 Park Avenue, New York, and will direct advertising for the following: Bristol-Myers Company, Ovington Brothers Company, Knox Hat Company, Inc., Flint & Horner Company, Inc., and the Lightolier Company, all of the same city.

Reimers & Osborn, Inc.

Is the new corporation name adopted by the Carl Reimers Company, Inc., upon the association with it of Gardner Osborn in the capacity of vice-president and director. Mr. Osborn was formerly with Barton, Durstine & Osborn. Previous to that he had been associated with J. Walter Thompson Company and Hoyt's Service, Inc., and had been manager of the merchandising department of the Butterick Publishing Company.

Irvin F. Paschall, Inc.

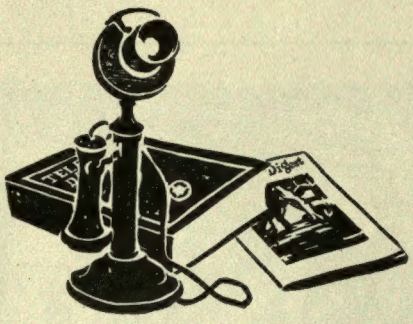
Chicago, will act as advertising counsel for the Juvenile Wood Products Company, Inc., of Fort Wayne, Ind.

Chicago Advertising Council

Has elected the following officers for the coming year: Homer J. Buckley, president; John H. Logeman and G. Raymond Schaeffer, vice-presidents; Paul Van Auken, secretary.

[ADDITIONAL NEWS ON OTHER PAGES]

Locate your worth while market



Consider two families living side by side on the same street—the Joneses and the Browns.

The two homes are not strikingly different. The Joneses' is a little better built and a little better kept up. The grocer's car, the milk wagon and the postman stop a little oftener at the Joneses than at the Browns. The Joneses' home is better furnished. There are more of the luxuries which have become necessities—a phonograph, a radio, a car. You will find, if you look up the tax records, that the Joneses own their home, while the Browns rent theirs.

It is difficult to learn such facts. Even if you could look inside these two homes, you would not be conscious of the really striking difference between them. That difference is one of state of mind.

But one sure method of discriminating is the telephone wire running to the Jones house and not to the Brown house.

The telephone is the symbol of the difference. It does not make the difference. It simply means that when the Jones family had risen to where life was sufficiently full of contacts and interests and needs and wants to make the telephone a labor-saving device in the business of living, the telephone was installed. The Browns do not have a telephone because in their home the receiver would hang on its hook all day long undisturbed.

To think of the market for any article whatsoever in terms of one hundred and ten million people is futile. Advertise to those who understand your message and are responsive to an advertising and selling appeal. The telephone is the surest index of this market. One-third of the country's homes have telephones, and it is conservative to estimate that they buy two-thirds of the advertised commodities sold.

It is a good thing for the national advertiser to aim at—coverage of the 8,500,000 families in the telephone market—and obviously the telephone subscriber circulation of a number of magazines must be added together to total more than eight and a half million.

Because in the ten years (1915-1924) The Digest has continuously circularized telephone subscribers, it has increased its circulation to more than 1,300,000 copies per week and can make to the advertiser this definite statement:

The home with
a telephone is the
best market
and the best million telephone
homes are subscribers
to

The Literary Digest

Exterior View of Assembling Department

TRENTON, NEW JERSEY

"The City of Diversified Industries"

Has an International Reputation in the manufacture of

MECHANICAL STOKERS

John A. Roebling's Sons Co.

E. I. du Pont de Nemours & Co

THE Wetzel Mechanical Stoker, which is manufactured in this city, has been generally conceded as being the most economical mechanical stoker on the market.

Wetzel Stokers insure a coal saving of from 15 to 20 per cent and in large plants where they are used one man does the work of six that would be required if the boilers were fired by hand.

Concerns such as United States Steel Corpn., Hershey Chocolate Co., E. I. Du Pont de Nemours & Co., John Roebling's Sons Co., Pennsylvania Railroad Co., New York Central Railroad and other large power plants in America and foreign countries are users of Wetzel Stokers.

This is number eleven of a series showing the industries of Trenton. For reprints of other advertisements, request envelope "F."

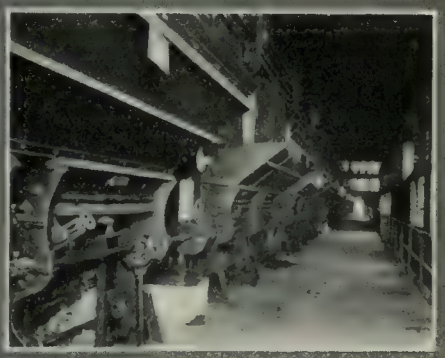
Trenton Times

TRENTON, NEW JERSEY

Kelly-Smith Co.

NATIONAL REPRESENTATIVES

Marbridge Bldg. New York | Lytton Bldg. Chicago



United States Steel Corporation

Hershey Chocolate Company

Biggest Issue in Our History

—in advertising
—in circulation

!

THE BUTTERICK QUARTERLIES

rank as the largest and most widely circulated all-fashion magazines

More than a Million

with the Summer 1925 issue

BUTTERICK

Publisher

"His Spirit Still Lives!"

Humor—and Sanity

This drawing by Charles Dana Gibson appeared shortly after the death of President Wilson. It expresses the perpetuation of a beautiful and imperishable ideal, and resulted in the voicing of more public sentiment than any other drawing published in Life.

It is this rare combination of humor and sanity—this ability to interpret the sentiment of the country—that has breathed into Life the national significance it possesses.

Life's country-wide appeal has attracted to it a subscription list of intelligence and substance—a group advertisers find it profitable to reach.

PARTIAL LIST OF

National Advertisers Using Life in 1925 with Comprehensive Schedules

Color

American Tobacco Company
Lucky Strike
Pall Mall
Cadillac Motor Car Company
Colgate & Company
The Crane Company
Fisk Tire Company
Ford Motor Company (Lincoln Division)
General Tobacco Company
B. F. Goodrich Rubber Co.
Holeproof Hosiery
Lambert Pharmacal Company
Parker Pen Company
Pierce Arrow Motor Car Co.
W. A. Sheaffer Pen Company
The Coca Cola Company
White Rock Mineral Springs Company

Black and White

American Telephone & Telegraph Co.
Apollinaris Agency Company
Bauer & Black
Black, Starr & Frost
Brooks Bros.
Cunard Steamship Company
Coty, Inc.
Crichton & Company
Davey Tree Expert Company
Wm. Demuth & Company
A. B. Dick Company
W. L. Douglas Shoe Company
Dreicer & Company
Eastman Kodak Company
Fisher Body Corp.
The Forhan Company
French Line
General Electric Company
General Motors Corp.
General Tire & Rubber
Gorham Company
Alexander Hamilton Institute
Hamilton Watch Company
Hart, Schaffner & Marx
Hotels Statler Company
Hupp Motor Car Company
Robt. A. Johnston
Lehn & Fink
Liggett & Myers (Fatima)
Maillard's
Mohawk Rubber Company
Munsingwear Corp.
Nordyke & Marmon Company
Packard Motor Car Company
Palmolive
Pepsodent Company
Phillips-Jones Corp.
Phoenix Hosiery Co.
Reed Tobacco Company
Rubberset Company
Society of American Florists
U. S. Shipping Board
Van Ess Laboratories
Welch Grape Juice Co.
Wahl Company
Weyerhauser Forest Products
Wrigley's Gum
W. F. Young, Inc. (Absorbine, Jr.)

Life

127 Federal Street
BOSTON, MASS.

598 Madison Avenue
NEW YORK, N. Y.

360 N. Michigan Avenue
CHICAGO, ILL.

WHY is it that hundreds of thousands of readers in the past decade have taken the trouble to write to us—"stories as good as yours we can not find in other magazines?"

We call our readers "The Small Town Public." That is because they dominate in the rural heart of the land which gave us Lincoln and Mark Twain and has bred our leaders in literature, statesmanship, art, and business.

They are that inarticulate majority to whom the ringing majesty of the Bible's English means nearly as much as its spiritual significance—and infinitely more than the stylistic cleverness of our current intellectuals.

They are the people who have kept alive the names of Shakespeare, and Dickens and will continue to do so when the best sellers of today are forgotten.

They want, first of all, an absorbing story about human beings of their own kind whom they know and understand.

They want an inspiring theme encouraging them in their own hopes and ambitions, renewing their faith in life and love, in humor, honesty and beauty, in heroism and sacrifice.

To them, surface sparkle and social puppetry mean nothing; the profound facts of human emotion, the prevailing truths of nature, mean everything. And the form, the mode of expression, is unimportant. They can appreciate the truth whether glimpsed through the immortal poetry of a genius or through the simple craftsmanship of an unknown author.

Artistry thrives in an atmosphere of leisure; to the great mass of the people who make the wheels of the world go round, it is not important. In their hundreds of thousands they turn every year to PEOPLE'S HOME JOURNAL fiction where they find those human truths to which they are far closer than is the literary dilettant.

PEOPLE'S HOME JOURNAL fiction is rooted in the soil of man s common life. It is grounded in the human nature of the ages, not tuned to the passing jazz of the hour.

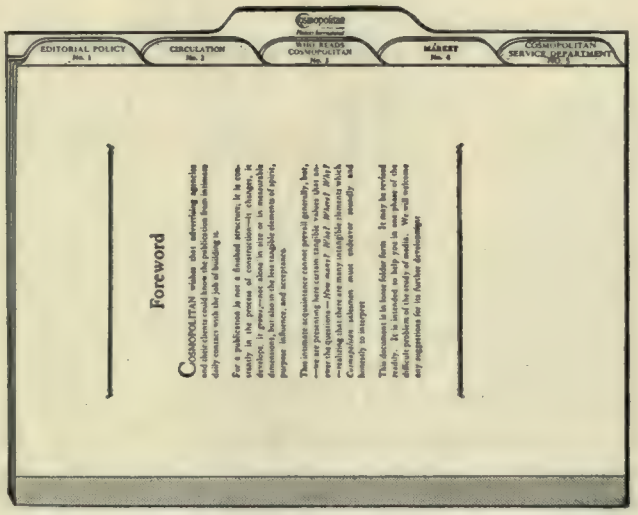
Its writers come up from the ranks with one burning story forged in the heat of some intense personal experience, an experience sooner or later familiar to all. Often these writers go on to other conquests in literary craftsmanship—but unless they again strike those sparks that flashed forth in the first story, their later work appears in pages other than ours.

Based, thus, on those eternal values which may enter either into great art or merely into popularly appealing stories, the PEOPLE'S HOME JOURNAL fiction policy has been constant for three generations.

It has imitated no other, followed no passing vagary of fiction fashion. It has not had to feel its way in zigzags, because it has had one straight line easy to follow, the true perspective of life as the common man sees it. Its magnetic hold on the average reader comes from the same source as does the vitality of the race itself—it comes from the rich subsoil of clean human emotion on which all civilization is founded.

PEOPLE'S HOME JOURNAL

Announcement



Cosmopolitan, with which is combined *Hearst's International,* announces the issuance of the Standard Data File.

This file has the approval of the American Association of Advertising Agencies, and is designed to establish a standard of definite practice in the filing of publication information.

It contains all of the essential statistical facts relating to *Cosmopolitan;* the facts likely to be required when making up lists. It eliminates the existing haphazard method of filing and substitutes an orderly, concise system always available for quick reference.

Additions and replacements will be furnished each month, thus keeping the file complete and up-to-date.

Distribution of the Standard Data File has been practically completed, but a copy will be sent, on request, to any recognized advertising agency that has failed to receive one.

Address Advertising Department
Cosmopolitan, 119 West 40th Street, New York, N. Y.

2,000 Beauty Letters Have a Message for You!

IF you are an advertiser of toilet goods or of beauty products, be sure to read "An Advertising Manager Interviews a Beauty Editor"—just off the press.

It contains an analysis of 2,000 letters written by Delineator readers to Celia Caroline Cole—Beauty Editor of The Delineator,—as brought out in an interview with George S. Fowler, Advertising Manager of Colgate & Co.

When are women most anxious for beauty helps?

Why do they buy *this* face powder, instead of *that*?

What is the "Note of anxiety"?

The beauty problems of women, their needs and fears, are all in this fascinating summary. It tells what they look for in your goods—and how you can appeal to them successfully.

A copy of this booklet will be sent, free, to executives. Please address:—H. S. Lines, Butterick Building, New York City.

THE DELINEATOR

THE DELINEATOR *and* THE DESIGNER

(*The Butterick Combination*)

Volume Five
Number One

Advertising & Selling
FORTNIGHTLY

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© Brown Bros.

All Aboard for Houston!

ANOTHER milestone on the road to more friendly business relations among the nations of the world is marked by the twenty-first annual convention of the Associated Advertising Clubs of the World, for which the stage is set at Houston, Texas. The general sessions will be addressed by speakers who represent the best thought of the industries and callings in which they are interested. Departmental sessions will be held by seventeen different groups, while the Pan-American Trade Conference will crystalize the opportunities for business development in the nations to the south of us. The program in detail will be found elsewhere in this issue.

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J. H. MOORE, *General Manager*
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Chicago: JUSTIN F. BARBOUR, Peoples Gas Bldg.: Wabash 4000
New Orleans: H. H. MARSH, Mandeville, Louisiana
Cleveland: A. E. LINDQUIST, 405 Swetland Bldg.: Prospect 351
London: 66 and 67 Shoe Lane, E. C. 4: Telephone Holborn 1900

Subscription Prices: U. S. A. $3.00 a year. Canada $3.50 a year. Foreign $4.00 a year. 15 cents a copy

Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising, Advertising News, Selling, The Business World, Trade Journal Advertiser* and *The Publishers Guide. Industrial Selling* absorbed 1925

Member Audit Bureau of Circulations and Associated Business Papers, Inc. Copyright, 1925

FOR almost a century Grand Detour Steel Plows have been familiar and invaluable tools wherever sticky soils have called for an easy-scouring mold-board.

Founded at Grand Detour, on the Illinois River, where it built the world's first steel plow—moving to Dixon nearby when the railroad came through—growing steadily through prairie-breaking days and keeping step with the latest in tractor farming, here's a plant that hasn't missed a payday in close to ninety crowded years.

The McCann Company is proud, and justly so, of its ten-year connection with Grand Detour Plows. It's an honest story we have had to tell—one of honest workmanship and well-earned prestige. A welcome opportunity for *"Truth Well Told."*

THE H. K. McCANN COMPANY
Advertising

NEW YORK CHICAGO CLEVELAND LOS ANGELES SAN FRANCISCO MONTREAL DENVER TORONTO

MAY 6, 1925

Advertising & Selling
FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors: Robert R. Updegraff Marsh K. Powers Charles Austin Bates
Floyd W. Parsons Kenneth Goode G. Lynn Sumner Russell T. Gray
Alex Moss, *Managing Editor* Frank Hough, *Associate Editor*

Winning National Distribution for a "Local" Product

By E. J. Curtis

Vice-President, Curtis Companies, Inc., Clinton, Iowa

THIS might be called the story of another product that "couldn't be advertised." The product is millwork—or in everyday language, woodwork. To a great extent millwork was, and is, manufactured in planing mills equipped to seek business only in limited territories. It seemed necessarily that kind of business; not one that could be expanded greatly, protected by trademark, and advertised nationally.

But perhaps it does not pay to set definite limits to what advertising can or can not be asked to do. We have advertised millwork for a number of years, and the advertising has helped us to attain a marketing position that we could not have attained in any other way.

One of the first things we had to do was to stop speaking the technical language of the trade, and talk like consumers. "What is millwork?" our advertising agents asked; and when we explained that it was woodwork used in the finish of houses and included doors, windows, sash, stairs, china and linen closets, built-in cabinets, and a number of other articles, they said, "Why not *call* it woodwork?" We agreed, and immediately became the joke of the industry. When we attended conventions we used to be greeted by our friends with, "Well, how are the *wood*work manufacturers getting along?" Fortunately, we were not selling to *them!* We persisted. Today probably ninety per cent of the concerns in our line make *wood*work and call it that. We have evidence that it pays to talk the language of consumers.

WHEN the lumbering industry of the Middle West was in its infancy great rafts of logs were floated down the Mississippi River every spring from the lumber camps of Minnesota and Wisconsin. As time passed, however, these forests disappeared and the lumber men were forced farther afield to more inaccessible regions. To cope with the new situations the logging industry developed new methods for transporting their produce to the markets. Now both of the main plants of the Curtis Companies are supplied with California lumber

The marketing story starts with the company's origin, nearly sixty years ago. At that time, and for many years thereafter, great rafts of logs were floated down the Mississippi River every spring from the lumber camps of Minnesota and Wisconsin. The sawmills of Clinton, Iowa, took a share of the logs and converted them into lumber; and in 1866 C. F. and G. M. Curtis, brothers, came to Clinton and with what capital they and their uncle could scrape together, began manufacturing sashes and doors in a plant that

looked like merely a good-sized barn. They had ample supplies of raw materials close at hand, they sold locally and in neighboring towns within a radius of fifty or a hundred miles, and they built up a good business.

In time, however, they foresaw that a day would come when no more logs would be floated down the Mississippi. The forests were disappearing. In order to protect themselves and have a business left when that day came, they established a second factory at Wausau, Wisconsin. It was organized as a separate company. But instead of shutting up shop at Clinton, as they had anticipated, the time came when *both* plants were operated with lumber from California.

The building show ranks almost on a par with the automobile show in point of popularity and appeal. Many of the larger cities throughout the country put on annual building shows—"Own Your Home" expositions, as they are sometimes called. All exhibits carry the name and address of the dealer. And at many of these—principally in towns where there are Curtis dealers—comprehensive displays of Curtis products are put on

Further growth came about in much the same way. Jobbing houses, to which later were added manufacturing facilities, were opened at Sioux City, Minneapolis, Lincoln, Chicago and Detroit. Although the ownership of the various houses was rather well centralized each house was a separate corporate unit, and covered a limited sales territory in what was believed to be the natural way for this kind of business.

Thus it came about that Curtis companies were scattered widely over the middle west, serving a great many customers, governed in general by the same policies, but not consolidated and unified in their efforts. One of the units might even fight another for business when they encroached on one another's territory.

The coming of the second generation into the management brought changes. First of all, the scattered units were consolidated in the present organization, Curtis Companies, Inc. Today that concern is the largest of its kind, with annual sales several times larger than ten years ago. There were a number of marketing advantages in consolidation. It put an end to the practice of fighting ourselves for business in overlapping territories. It encouraged the economies of large-scale production. And perhaps most important of all, it enabled us to unify our sales practices and undertake a *general* campaign for business.

Since the consolidation the basic structure has been modified somewhat, but for the most part has remained the same in those territories where we were already established. The former separate units at Chicago, Minneapolis, and the other cities now operate as branch headquarters, with warehouses and some manufacturing facilities. But more and more we have been attempting, as far as possible, to centralize manufacturing at Wausau and Clinton because of the very great economies of large-quantity production. By incorporating this effort definitely in our selling plan, and showing the dealer how he and we can mutually profit by keeping orders on schedule so as to ship in carload lots about once every thirty or sixty days, we have been able to effect considerable savings, maintain an even production load, and at the same time increase our business.

In territories entered since the consolidation, sales are all handled centrally from our Clinton office, but with branch sales offices in Baltimore, Pittsburgh and New York. It is in these newer, virgin territories, that

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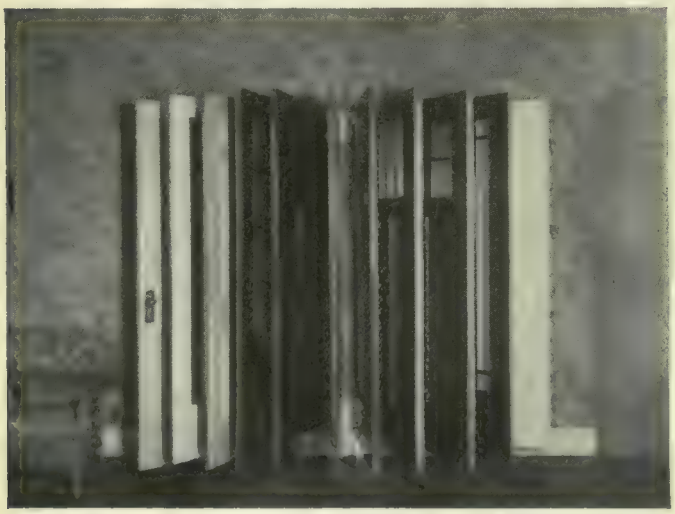

Interiors of permanent display rooms are located in the offices of Curtis dealers at different points. In the past five years the display room idea has become more and more popular with the retail lumber dealer. Such displays have enabled the dealer to show his customers how woodwork looks when finished and installed in the home. Interest is also aroused in other materials which the dealer handles

Quality Circulation from the Publisher's Office

By Sara Hamilton Birchall

Editor's Note:

FEW articles that the FORTNIGHTLY has published have aroused such widespread comment as "What Do We Mean When We Talk About Quality Circulation?" by Charles Austin Bates in our issue of April 8. Mr. Bates' comments brought a response from Earnest Elmo Calkins—"What One Man Means by Quality Circulation," which was published in the issue of April 22. Herewith we present to our readers an article written from the publisher's point of view, by Sara Hamilton Birchall, promotion Manager, Condé Nast Publications. In the next issue L. E. McGivena, of the *Daily News* (New York) will be given the opportunity to present the viewpoint of the mass circulation newspapers. We feel that it is only fair to let Mr. Bates—since he started the discussion—have the last word in an article that will follow that of Mr. McGivena's. Meanwhile, of course, we welcome letters from readers who agree or disagree with the conclusions reached by the several participants in the discussion. Some such letters will be found in the current issue (see page 36).

As was mentioned in connection with the first article on this subject, our readers should not reach the conclusion that any single article expresses the FORTNIGHTLY'S editorial viewpoint. The subject is a highly controversial one, but we feel it is the function of this publication to provide a forum for the frank discussion of subjects of such vital interest to advertising.

IN discussions of circulation, I find people have a strong tendency to drift off into theory; to think in the abstract millions, rather than in terms of the living, breathing, spending human family of which circulation is composed.

So, I want to take Mr. Bates calling with me on some families I know. Typical families, I think. Families that flash up in my mind whenever I think of mass circulation, of quality circulation based on culture, and of quality circulation based on buying power.

The magic carpet, please, genie, for Mr. Bates and me. Home, please, genie, in the year 1905.

Home is in the northeast section of Kansas City, on a car-line street edged with rows and rows of *Ladies' Home Journal* style houses on fifty-foot lots. My Uncle Harrison and my Cousins Bessie and Lottie, and I, live in one of them. Uncle Harrison has a little factory, in Kansas City, Kansas, and a little vegetable garden on the back of the lot which he rises at 5 a. m. to tend. Every night he brings home the meat for supper. Now and again he splurges with a porterhouse steak which Bessie cooks a trifle reproachfully.

Bessie keeps the house spick and span, and does all our sewing, making over and piecing very cleverly. One of her great triumphs is the construction of a Sunday dress from Uncle Harrison's old grey summer trousers, combined with a yard and a half of grey silk. Lottie is a stenographer. I am a senior in high school. Next year I will begin working my way through college.

We do our own washing, ironing, cleaning, cooking, preserving, sewing and mending. We are nobody's valued charge customer. We take one quart of milk a day for four people, and no cream. We use oleomargarine for cooking. We know to a cent the price of everything we buy, and if Bessie discovers a nourishing kind of cereal a few cents cheaper, she serves it for breakfast, no matter whether we like it as well or not. We have apple-sauce, and stewed dried apricots, and macaroni with a minimum of cheese in it. If a panfull of cookies gets slightly burned in the oven, Bessie sees to it that we eat the burned ones first. We run the gas water-heater only on bath nights; other times we heat water in a tea-kettle.

We go to church regularly, and out of my thirty cents a week pocket-money comes a nickel for Sunday-school. We think cards, dancing, the theater, and powder on the nose are wrong. We do not have a horse and buggy. Uncle Harrison has a deep suspicion of these new-fangled devices called autymobles. There is not one beautiful thing in the house except a marble statuette of the Venus de Milo. There is not one really comfortable chair.

We take the *Kansas City Star*, the *Ladies' Home Journal* and the *Christian Advocate*. We are a mass family. There are millions of us.

Do you think twenty years makes much difference in the buying habits of such a family? Not so much! I passed our old house two years ago. It needed a spring coat of paint worse than it ever did in my time, but the neighborhood had changed very little. There was a plump woman on the porch, sewing. There was a baldish man working in the garden who might have been Uncle Harrison himself. I'll venture that if I'd looked in their ice-box I'd have seen the same familiar quart of milk and the same cold boiled potatoes waiting to be fried for supper. Perhaps they have a Ford. I hope they have a Ford.

Now let us step this family up into a circulation.

Roughly speaking, there are 24,000,000 families in the United States, of whom 15,480,000 pay no income tax and therefore presumably are earning less than $1,000 a year, which makes them very nearly negligible to the advertiser.

Some 8,130,000 pay taxes on annual incomes ranging from $1,000 to $5,999. Some of these 8,130,000 families are richer than Uncle Harrison's family; some poorer. They consume vast quantities of staple groceries and dry goods. They buy Mr. Ford's output, often on the weekly purchase plan; it is perhaps

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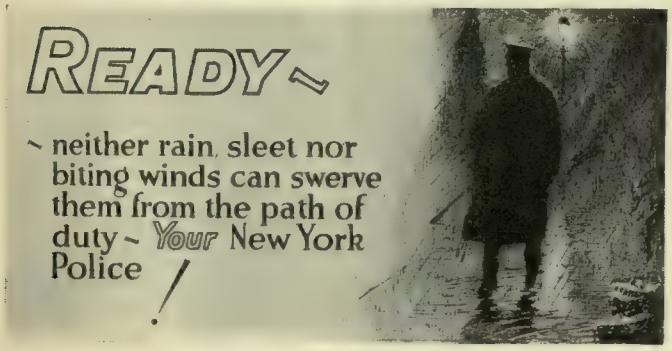


© John Weiss

An Advertising Experiment to Discourage Crime

By Frank Hough

ONE of the newest uses to which advertising has been put is represented in the current street car card campaign to discourage crime which is being carried on by Barron G. Collier, president of Barron G. Collier, Inc., and Special Deputy Commissioner of the New York Police Department. It constitutes an experiment in broadening the field of advertising in the effort to make it a social as well as a commercial tool, and has resulted from the apparent success of Mr. Collier's safety campaign which, it has been estimated, saves hundreds of lives in and about New York each year.

The situation has been studied with all the care of a merchandising campaign. Neglecting the age-old theories of heredity, environment and mental derangement as causes of criminality, in an attempt to deal with a condition, now present, the advertiser strikes at the situation from a more direct and pertinent angle. A man is a criminal or potential criminal for two reasons: (1) He believes that the world owes him a better living than he can make through honest labor; (2) he is innately a gambler—believing that he can "beat the game." This gambling instinct does not lessen his fear of the law, but drives him on in the face of it.

There is a strange, seemingly paradoxical twist in human nature which shows itself in the tendency of many perfectly respectable, upright people to cast a glamor about, to beautify with a halo of romance, the so-called "super-crook"—the "master mind." Therefore, this campaign aims to show the criminal to himself and to the public as he actually is—not the dashing, romantic adventurer, but the furtive, sneaking, cringing thing, living always in fear of the law. He is not a "superman"; seldom is he better than a moron.

The cards are eighteen in number and run in two parallel series which constitute the positive and negative arguments of the case. The first series is addressed to the criminal himself; or more directly to the young criminal, the potential criminal who is beginning to look with hungry eyes upon the seemingly lucrative returns of a life of crime. This series shows the criminal in the various phases of his calling; the yeggman "cracking" a safe, the thug "rolling" his victim, the gangster gunman in a running fight. In each picture animation has been suspended at the most dramatic point. The criminal is shown, caught like a cornered rat, his features stamped with animal terror. Looming over him is the law, here represented by the towering shadow silhouette which falls on the wall beside him; the police officer with drawn revolver; dark, ruggedly heroic, indomitable. There is little of glamor or romance about the situation; rather a sordid, haunting fear.

The text is short and to the point, and admirable in its poignant suggestiveness. "The cleverest 'stick up' in New York police history is now old and broken with 20 years yet to serve in Sing Sing!"—"13,000 police are sworn to 'get you'—alive or dead!" The head of each, the keynote of the series, leaps at the reader, "You *CANT* win!"

[CONTINUED ON PAGE 51]

Best Contract Arrangements to Make with Branch Managers

IN the literature devoted to sales management relatively little can be found on the difficult and rather important subject of the proper form of contract for an agency or branch manager. While conditions of employment naturally vary, certain provisions have a more general application and should be found in most carefully drawn up agency or dealer agreements.

An analysis shows that the provisions in dealer, agency, or branch manager contracts are of a four-fold character: (1) Those in the nature of a preamble or introduction. (2) Undertakings assumed by the company. (3) Undertakings assumed by the manager or dealer. (4) Undertakings mutually assumed.

This classification will be adhered to in this article. Provisions cited will, as far as possible, be of a nature that might be useful to most companies rather than provisions having only exceptional value.

1. *Provisions in the Nature of a Preamble or Introduction*—These consist of the date of the contract and the parties between whom it is made. If either one of the parties is a corporation, the state of incorporation is designated. The following is an example of the introductory part of a sales manager's contract:

THIS AGREEMENT, made in duplicate, this.....day of....., 19...., between.....Company, a corporation duly organized under the laws of the State or Province of....., party of the first part, and..... of the City of .....of the State or Province of....., party of the second part.....

2. *Undertakings Assumed by the Company*—The undertakings assumed by the company usually deal with the appointment of the district manager and his term of service, with the territory assigned, and the stipulations as to compensation.

In some cases appointment is made for a definite period, for example one year, but more generally the appointment holds good until cancelled.

In some cases the agent is given a blanket right to sell the company's product wherever he can. Where this is done the company reserves the right to itself and other dealers or sales managers similarly to sell the company's products in any territory. Moreover, the company may reserve the exclusive right to sell government departments or voluntary agencies in receipt of Government subsidies.

Other contracts with sales managers provide for a *definite territory*. In such territory the salesman is credited with all business procured by him, or on the company's salesman, or the company's representative from concerns previously worked upon by the company's salesman or other representative, provided such business is closed within a stipulated time of the latest visit, even though such visit might have been made during the occupancy of the territory by the predecessor of the sales manager.

Sales in Outside Territory—One sales contract provides that whereas the agent agrees not to enter the territory of any other district manager of the company for the purpose of selling his product, should the purchaser call upon him voluntarily and purchase a company product for use outside of the district manager's territory, he shall receive fractional compensation.

It is the practice of other companies to set up district managers' territory even more completely than indicated in the foregoing illustration. For example, one company pays its district manager upon a sale of the company's merchandise from the district manager's territory whether sold by him, or by the company, or by others, with the single exception that the company reserves the right to send special salesmen for the canvass of a special class of trade of any particular district which the company thinks needs special attention or intensive work. Even in this case these special salesman have no right to canvass any trade on which a prospect card has been filed with the company, within less than sixty days, except by mutual consent.

Open Territory—It is the practice of a company to declare certain territory to be fixed from time to time by the company as *"open" territory*. Such territory may be loaned to any district manager for any period and on such terms as the company may prescribe.

Most arrangements with district managers or dealers are on a commission or profit-sharing basis. In certain cases percentages of commission are subject to deduction for all direct expenses of every kind and description, necessary to the satisfactory and proper conduct of the business. In order amply to protect the company, stipulations are made as to the crediting of commissions. For example, here is the practice of one company:

Commissions to be credited each month on the total amount of orders entered and accepted at the home office for goods sold in the district manager's territory. Twenty-five per cent of the amount of commission so credited shall become payable in cash at the end of the month; fifty per cent of the amount of the commission shall become payable at the end of the month on such portion of orders entered as shall have been billed within the month; and twenty-five per cent of the amount of commission shall become payable at the end of the month after collection is made on the billings.

Where a considerable exchange business is transacted, or where a great part of the business is done on a partial payment basis with possibilities of return of merchandise, special provisions relative to payment of compensation are usually made.

For example, there follows a series of provisions bearing upon compensation and dealing with note settlements, commission on merchandise not paid for in full, commission on merchandise resold, and allowances on exchanged merchandise.

Note Settlements—Said district manager agrees commission shall not be credited to his account on the company's books until the purchaser has made settlement in full with the company, either by cash or acceptable note or notes, and has delivered to the company or its authorized agent (such) merchandise to be taken in exchange, and that when settlement is made wholly or in part by notes, the com-

[CONTINUED ON PAGE 56]

Second of a series of reports dealing with methods of compensation, and reprinted with permission of the Metropolitan Life Insurance Company, New York. The first report — "Four Methods of Compensating Salesmen"—appeared in ADVERTISING AND SELLING FORTNIGHTLY, March 25, 1925.

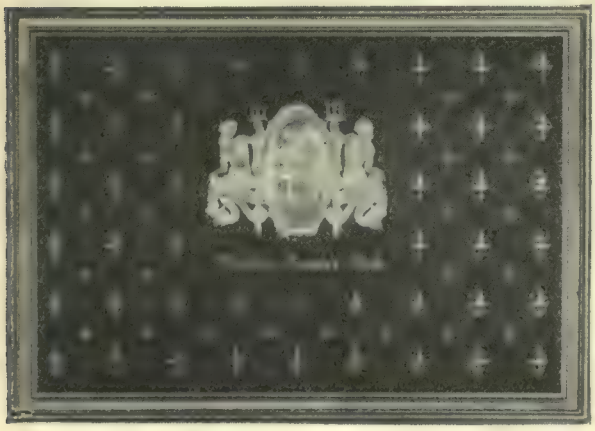
The Art Directors Club Holds Its Fourth Annual Exhibit

Posters and Car Cards—Norman Rockwell, for Fleischmann Company, J. Walter Thompson Company, Advertising Agency. Medal

Pen and Ink—Ruskin Williams for Liggett & Myers Tobacco Company. Newell-Emmett Company. First Honorable Mention

Pen and Ink Section—Frank Hoffman for Erwin, Wasey & Company, Advertising Agency. Medal

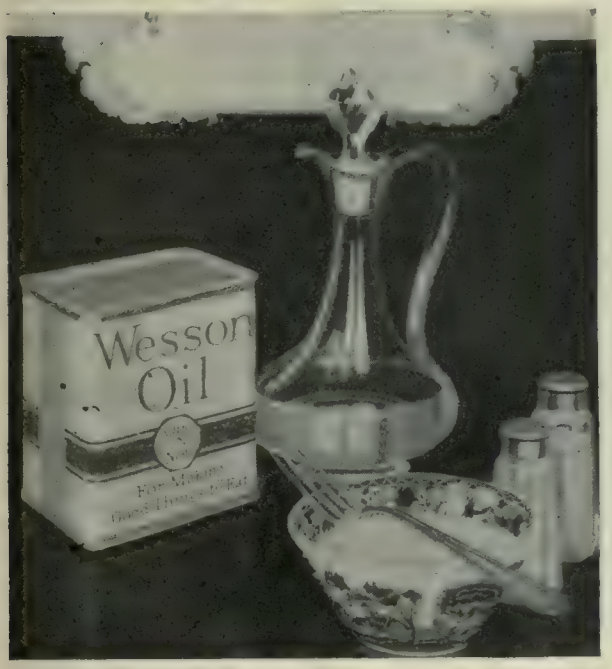
Above — *Black and White Illustration* — Benito for Fioret, Inc. N. W. Ayer & Son. Medal



At Left—*Decorative Design*—Reginald Farr, Goesle-Roese Studio, for Pinellas Country Club. Medal

Miscellaneous—H. Sundblom for Lincoln Motor Company. Critchfield & Company, Advertising Agency. Medal

Paintings and Drawings in Colors—Miscellaneous—Edward A. Wilson for Chemical National Bank. Dorland Agency, Inc. First Honorable Mention



Paintings and Drawings in Colors—Still Life—Rene Clarke for Southern Cotton Oil Company. Calkins & Holden, Inc., Advertising Agency. Medal

Painting and Drawing in Colors—Figures—Walter Biggs for International Silver Company. N. W. Ayer & Son, Advertising Agency. Medal

EACH succeeding exhibit that features the anual hangings of the Art Directors Club, at the Art Center, New York, indicates an appreciable improvement in the quality of the work being done in the field of advertising art. This year's exhibit, the fourth that has been sponsored by the Art Directors Club, includes the work of many new artists. The exhibit, which opened April 27, will continue through to May 14. The orthochromatic photographs of the colored exhibits were taken by H. Seabrook Collins.

Photographic Group—H. W. Scandlin for The American Rolling Mill Company. George Batten, Inc., Advertising Agency. Medal

Bread and Butter Problems of a Sales Manager

When the Salesmen Lack the Necessary Confidence

By George R. Miller

WITHOUT confidence in himself, in his house and in the product he is selling, a salesman is poorly equipped to go forth and compete for orders, no matter how excellent his sales talk or how bulky his portfolio. Yet every day first-class salesmen, temperamentally unfitted for the task in hand, leave their desks and sally out for business. During the war period, selling was more or less of a dead art. Conditions were such that buyers took the initiative; they sold themselves. Times have changed. Today buyers refuse to be stampeded. The salesman who gets an order must be more than a raconteur and a hand-shaker. He has to say more than "Good morning" when he makes a call. If he doesn't start out mentally and physically fitted for competition and sales resistance, he may just as well stay in his own office.

"I WENT to the mat with the president and chairman of the board. Conditions in the production department were such that the salesmen couldn't go out into their territory and make any sort of promise with assurance that it would be carried through in the plant. Either we got the full cooperation of the production end of the business, or I wouldn't be held responsible for results. Needless to say, I got my point."

The foregoing is the gist of some remarks made to me recently by the sales manager of a company marketing a line of office appliances and equipment. "When I took hold here," he told me (we were seated in his office), I encountered a horrible set of conditions. At first, I couldn't fathom it. My predecessor had given up his job because his sales volume was falling off steadily. I have discovered since that a great deal of the trouble could not be placed at his door directly. He couldn't get the production department to see itself in true relationship to the sales department. And other branches of the internal organization did things that made it very difficult for salesmen to face their customers.

"The production department, for example, experimented with finishes and turned out material that was not in accord with the customer's orders. The stuff was first class in every respect, understand, but the finish was not exactly the same as that of the sample that had been shown the prospect. When the goods were delivered, the customer yelled for the salesman. Often the latter was able to convince the customer that the product was every bit as good as the original specimen. Sometimes, in fact, the finish was more durable. Many times, however, the stuff was thrown back on our hands because the customer felt that the house was trying to put something over on him. We had no difficulty in selling it to a new customer, but in the meantime we had created a bad impression in the mind of an older prospect. And it proved even more difficult to sell him again and regain his confidence than it was to get the original order.

"After several experiences like this, I went to the mat with the president and chairman of the board. They could go on doing as they did without my assistance on the sales end, I told them, or they could give strict instructions to the production department that if any change was to be made in specifications, no matter how slight, it was first to be taken up with the sales department which would in turn take it up with the customer and get his sanction for the change. I didn't want the sales force to keep on worrying about the production department. Needless to say, I carried my point. My predecessor could have achieved the same result, but he never made it an issue. He just railed against fate and lack of cooperation, but he never went at it aggressively enough.

"Another obstacle to sales, and

[CONTINUED ON PAGE 50]

How to Advertise Industrial Equipment Abroad

By E. W. Clark

Advertising Manager, Sullivan Machinery Company, Chicago

NO matter what the degree of success attained by an American manufacturer in the United States, the question of distributing his product in foreign markets opens up a problem that has its own peculiar characteristics. Even English-speaking peoples in the two hemispheres have their own individual traits, much less other nationals, and there is a great deal of specific knowledge to be obtained upon customs, packing regulations, financing, and kindred matters before export business can be consummated with profit to all parties concerned

NATIONAL characteristics vary. Anyone who has tried to do business in Europe in the last seven years will agree that the more the "Made in America" label can be subordinated on men and products, the more successful that product or that sales organization is likely to be abroad.

The same holds true with regard to advertising and publicity. Competent representatives on the ground can handle your publicity campaign far and away better than can be done from the home office. In our company we throw the responsibility for selection of foreign media and for writing the copy squarely on the local people. Our foreign branch offices furnish us each year with a budget showing the advertising they have been doing, and would like to do during the coming year, and giving their reasons for it. This budget is discussed in Chicago by the vice-president in charge of foreign business and the writer, and a general policy and appropriation approved for the year, depending on business conditions, market, volume of business, etc.

In selecting papers, we place reliance first, and always, on the opinion of the local agent. In several of these instances the copy is prepared in Chicago and sent direct to the paper, but proof is always shown to the branch office or agent concerned, and the address given is of the latter rather than the Chicago address.

Preparation of copy in the United States for appearance abroad has some advantages and some dangers. Contrasting with the advantage of keeping closely in touch with the presentation of the equipment advertised, there are several dangers which have caused us to leave copy selection and preparation almost entirely in the hands of our local people abroad. We do not feel, with the distances involved, that we can feature the machinery which should be featured at a specific time, with sufficient exactness. Then there is the question of technical phrases, style and usage, which vary widely, even in English-speaking countries. Following is a discussion of what we have learned about advertising in foreign countries:

When it comes to the advertising done by our agents, a wide latitude is necessary. Generally speaking, we regard it as a function of the agent to carry some publicity at his own expense to help them secure adequate reception and demand for our equipment. This is an adjunct to his selling campaign which it is to his interest to employ. In certain cases, however, when there is a paper of outstanding merit, it has been our policy to place a contract from Chicago for advertising in this direct, or to make an appropriation for this paper, to be employed in special Sullivan advertising.

Great Britain.—With the exception of one monthly, for which copy has always been prepared in Chicago, subject to London's suggestions, our British trade paper copy is prepared in London, and all reading matter, technical articles, etc., are handled from that point. We have a high regard for British technical journalism. In addition to the value of the circulation in Great Britain, there is a considerable colonial circulation, which we regard as second in importance only to the overseas circulation of our American technical journals. The Britisher away from home depends largely on his home engineering papers, and in many cases British colonial firms or those under British management in foreign countries have a very intimate tieup with London, either through the home

Portions of an address made before the Engineering Advertisers' Association, Chicago.

office there, or because purchase orders are placed through the large indent houses in London.

The British people have the reading habit, and once the proper approach is attained, there is no more useful method of securing the attention of industrial buyers than through the advertising and editorial column, also, of the British technical press.

One of the leading British engineering papers had a man in our London office the other day who argued against what he called "attractive advertising," and claimed that a plain, simple straightforward statement is what the British reading public wants, without any art in it whatever. Opinion is changing, however, and the more progressive British journals, one or two of them, are establishing service departments.

France. — Our advertising in France is placed direct with numerous technical journals, and is prepared and scheduled entirely by one of our staff, with the aid of a local agency, in selection. Catalogs are written from our home editions, but altered and added to by our Paris office engineers to meet French and Belgian needs. They are "illustrated" with pictures of our machines at work in Europe. Direct mail and circularizing is increasingly popular, and is carried on also by our agents in Spain, Belgium and Italy, to say nothing of that conducted by a sub-office in Algiers.

France has some queer trade paper habits. One of them is inserts. Our Paris office has contracts with certain papers by which an insert, only one per issue, is placed in each and every copy of that issue loose. The theory is that the recipient takes the inserts out and puts them in his file or scrapbook.

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Pulling at Heart Strings to Loose Purse Strings

THAT advertising can be made to appeal to the spiritual as well as the material side of man has been proved so often, it seems almost bromidic to refer to it. However, in no wise has this beneficent power of the printed word been demonstrated better than in connection with pleas for funds and assistance made from time to time in behalf of some worthy charity or public institution. A "drive" for the completion of a cathedral; an appeal for funds with which to wage war against the "white plague"; a call for money so that welfare work may be carried on in the slum sections of big cities, those heartsores that modern civilization has not yet succeeded in eradicating; a plea for donations to succor a stricken nation or locality because of some untoward calamity; a request for monetary help so that a hospital may continue its humane work among the stricken and the maimed—invocations such as these bring willing responses when they are couched in earnestness and made with sincerity.

In England they go to greater lengths in their appeals for the public's consideration. A campaign of the Royal Waterloo Hospital of London is interest-compelling and thought-provoking because of the poignant manner in which each advertisement is worded. Graphic, indeed, is such a caption as "Do people ever sleep in beds alone?"—asked by one waif who had been brought to the hospital ward. This incident serves as the basis for one of the messages in the series, the illustration used in conjunction with it picturing the little fellow being put to bed by one of the "Sisters." What a sad light it throws on the poverty and hardships of South London, where children and women—sick, ailing children—have to sleep five or six in a bed in a single room they call "home"!

What kindly heart wouldn't be touched by the advertisement reproduced here, captioned "When you've blankets you undress to go to bed, Sister," or another advertisement in the series, which calls attention to the old women who wait day after day in the out-patient department of the hospital; old women who really would be in-patients if more beds were available. Here in the United States we could perhaps do a great deal better with the art work in these advertisements, but we couldn't intensify the heart motive—the emotional appeal that has been so vividly injected into the series by the copywriter.

Another advertisement—"How far down can I drink, Sister?" it is headed—portrays a little patient asking this question of the white-hooded nurse who has just proffered a cup of warm milk. . . . It does seem unjust that in this matter-of-fact world the children should be called upon to bear a burden that they of themselves had no part in creating. Pulling at the heart strings is justifiable when it succeeds in loosening the purse strings in behalf of a worthy undertaking.

Advertising is indeed placed upon a high plane of ideality when it is used to better man's sorry lot.

THE · EDITORIAL · PAGE

The Fortnightly Enters Its Third Year

TWO years ago ADVERTISING FORTNIGHTLY was established as a publication devoted to marketing, sales and advertising. In one short year it had built up a paid subscription list of 5391 copies.

A year ago it purchased *Advertising and Selling*, which publication it absorbed with the issue of May 7, 1924, adding to its name at that time the words "and Selling" through right of purchase, and because they better defined the field the FORTNIGHTLY aimed to serve.

The old *Advertising and Selling* is laid away forever; the present ADVERTISING AND SELLING FORTNIGHTLY is "THE FORTNIGHTLY," with precisely the same policies as were laid down when ADVERTISING FORTNIGHTLY was started two years ago, and which have since been so cordially indorsed by so many of the leaders in the twin fields of advertising and selling.

Trade Journal Advertising and Trademarks

EXTENSIVE advertising in trade journals which could prove a large Canadian circulation was found to be of the highest value by a candy manufacturing company of the United States during the course of some recent trademark litigation in Canada. The decision handed down in the case by the Exchequer Court of Canada, and later sustained by the Canadian Supreme Court, made an ethical right a legal right and established a precedent in Canadian court justice.

About two and one-half years ago the Williamson Candy Company, owners and originators of the "Oh Henry!" candy product, attempted to register this trademark in Canada. To their surprise they discovered that it had already been registered there by a Canadian concern which had copied the label bodily, imitated the candy bar and was actively engaged in selling the product throughout the eastern cities of the Dominion.

Investigation of conditions disclosed what appeared to be an opening in the Canadian trademark laws for just such piracy as this. The records showed many other American trademarks registered by Canadian concerns, but not a single lawsuit to avoid the practice had ever been brought into the courts. The cause appeared nearly hopeless and American manufacturers had been reluctant to waste the time and money which such a suit would inevitably involve. The Williamson Candy Company, however, thought the Canadian market worth the effort and, despite the judgment of several good Canadian attorneys, instituted proceedings nearly two years ago in one of the lower courts.

From the beginning the company was up against a serious stumbling block. It had never sold its product into the Canadian markets either through jobbers or retailers, and it was debatable whether the case would have much merit without this proof. However, it was found that the original "Oh Henry!" product had reached the markets in question through the advertising columns of candy trade periodicals which boasted considerable Canadian circulations. This was upheld by the court and an ethical right became a legal right in the courts of Canada, thus establishing a precedent. This decision was later affirmed by the Canadian Supreme Court. From this it would appear that in the future many American manufacturers will be able to secure their rights, for the position occupied by the Canadian Supreme Court in status and power is analogous to that of our own Supreme Court.

What the Advertiser Pays For

WE have before us the reported figures on establishments engaged primarily in the printing and publishing of newspapers and periodicals, covering the year 1923, which are the latest figures available. The total sum of $1,263,501,556 is divided roughly as follows: $793,898,584 from advertising, $361,178,329 from subscriptions, $113,424,653 from printing, book publishing, etc.

Of the $1,155,076,913 derived from the publication of newspapers and periodicals, the advertiser paid a fraction over 68 per cent and the subscriber less than 32 per cent.

In view of the fact that a subscription usually costs the publisher as much or more to get than the publisher receives for it, it becomes apparent that the advertiser not only pays for the space he uses but also for the postage on the publication, the paper his message is printed on, and for the subscriber's willingness to read the publication.

Fresh Angles on Export

LAST week we talked with the head of a large business enterprise which maintains branch offices in several European cities and does a moderate volume of export business. "Our foreign business is not large," said this man, "and some of our European offices hardly pay for themselves in direct sales. But we would not consider giving them up, for they serve us profitably in two respects in addition to their direct sales. In the first place, they make an impression on American tourists out of all proportion to their cost or importance. Tourists come back and tell us, and the dealers through whom we sell in this country, what a big, world-wide business we have; they saw our salesroom in Rue Something-or-Other in Paris, or in Copenhagen, or Scotland. But more important than this impression is the influence of foreign selling on our quality.

"For years we run along making this or that number and selling it in America without any special difficulty; and then perhaps we introduce it into England, let us say, and English buyers turn it down flat. There's something lacking in quality, measured against their standards. Perhaps it's a lack of uniformity in color, or a certain crudeness in finish, or perhaps lack of refinement in design, or what-not. In any event, before we can sell in that market we have to jack up our quality. And in doing that we elevate the standards in our factory and put ourselves in a much more secure position as regards competition in our own country; and occasionally we find that the improved article will bring a better price in the home market."

This aspect of export selling is one worthy the serious consideration of American business men.

The Small City Department Store—III

How One Small City Department Store Buys and Sells

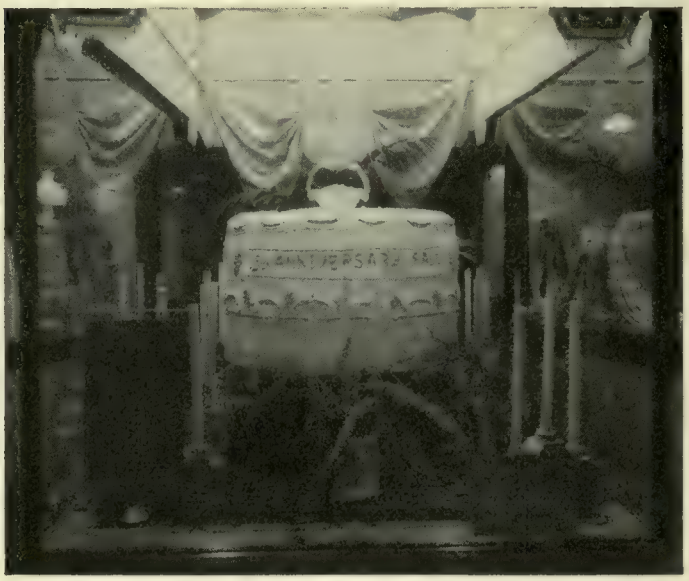
By James M. Campbell

MY first thought, when it was suggested that I prepare a series of articles about a representative small city department store, was that I should limit myself to that phase of department-store operation which has to do with buying. What and where and when and how and why does a small city department store buy?—these are the questions I set out to answer. It did not take long to find that department-store buying and department-store selling are so inextricably interlocked that they must be treated as one subject. And as goods must be bought before they can be sold, it is proper that the matter of buying be considered first.

Neither Mr. Hastings nor anyone else connected with the Caldwell Store told me in so many words, but beyond question every man who buys for the Caldwell Store acts on the belief that "goods well bought are half sold." Most of the buying—perhaps 60 per cent of it—which is done for the Caldwell Store is of a character that might be called "active"—that is, the store's buyers seek out and get in personal touch with business houses from whom, they believe, they can purchase goods that will meet the requirements of their customers.

The relations between the Caldwell Store and its customers are, I imagine, closer than is the case with most small-city department stores—much closer, I am sure, than is the case with larger stores in larger cities. Mr. Hastings told me that the buyer of the women's wear department of the Caldwell Store goes to New York a dozen times a year and that he takes with him, every trip, what is almost equivalent to a definite order from the store's customers for a large proportion of the dresses he purchases. The way this is done is relatively simple. To Mrs. A, for example, the buyer says: "I am leaving for New York Wednesday night. What shall I buy for you?" He telephones Mrs. B and Mrs. C and Mrs. D and Mrs. E and asks a similar question. Even if, as often happens, he has not interviewed many of the store's customers prior to his departure, he keeps them in mind when he gets to New York. "This dress," he says to himself, "will please Mrs. F. Mrs. G will like that one."

When he returns to Washington, he telephones Mrs. F and Mrs. G and Mrs. H that he has, waiting for them, a garment which he selected especially for them on his last buying trip.



THE sixty-fifth anniversary of the Caldwell Store was stressed in all sorts of ways. Markdowns were made in practically all the departments and each price was arranged so that the number 65 would appear in it. Among other attention-attracting features was "the biggest cake ever baked in western Pennsylvania," which weighed over five hundred pounds. It was prominently displayed in the window with a sign: "Next Wednesday this will be cut. Come and get your piece"

None of the other buyers for the Caldwell Store go to market as frequently as the manager of the women's wear department. Some make six trips a year, some four, some two and some only one. Mr. Hastings himself makes from twelve to fifteen trips a year. "We spend more money for traveling expenses than any other store of our size I know of," he says. "But it is the best investment we can make. Not once during my connection with the store has one of our buyers made an unsuccessful trip. By being on the ground, by comparing prices, by buying goods which can be sold quickly, they have always saved more than their expenses and salaries. Counting myself, we make more than sixty trips a year to New York for buying purposes."

That, let me say, is about thirty times as many as the oldtime merchant made. The change is due, almost wholly, to the fact that "fashion," "style," or whatever you choose to call it, is an enormously greater factor than it was a generation ago. It is so much of a factor, Mr. Hastings says, that it influences 75 per cent of the total, in dollars and cents, of the Caldwell Store's purchases. On the back of an envelope he jotted down the figures to prove that this is the case. The list included not only women's wear and men's wear and infants' wear and shoes and rugs and interior decora-

BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

An advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
W. R. Baker, jr.
Frank Baldwin
Bruce Barton
Robert Barton
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
Arthur Cobb, jr.
E. H. Coffey, jr.
Francis Corcoran
Margaret Crane
Thoreau Cronyn
Webster David
C. L. Davis
Rowland Davis
W. J. Delany
W. J. Donlan
Ernest Donohue
B. C. Duffy
Roy S. Durstine
G. G. Flory
R. C. Gellert
Geo. F. Gouge
Gilson B. Gray
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Clara S. Hawkins
P. M. Hollister
F. G. Hubbard
S. P. Irvin
Henry S. Jones
Charles D. Kaiser
Dorothy Kenney
R. N. King
D. P. Kingston
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
Harford Powel, jr.
T. Arnold Rau
R. C. Shaw
Winfield Shiras
Irene Smith
H. B. Stearns
John C. Sterling
J. Burton Stevens
William M. Strong
D. B. Wheeler
C. S. Woolley

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

tions and hats and lamps and haberdashery and articles of personal adornment, but furniture as well. No wonder the Caldwell Store has a representative in or on the way to or from New York almost every day in the year!

A few paragraphs back, the statement was made that perhaps 60 per cent of the Caldwell Store's buying is "active"—that is, the store's buyers seek out and get in personal touch with business houses from whom, they believe, they can purchase goods which will meet the requirements of their customers. What about the other 40 per cent—the buying which can be characterized as "passive," because the seller, representing manufacturer or jobber, seeks the Caldwell Store and shows his goods to the store's buyers in the hope of getting an order from them?

Usually, though not always, the lines which are bought in this fashion are staples; or if not precisely that, are nearer it than the goods listed above—silks, satins, piece goods, toilet preparations, linoleum, kitchenware, etc.

The Caldwell Store's policy in dealing with salesmen who try to interest the store's buyers is eminently fair. "We give every salesman who calls on us an opportunity to show his wares. If, at the time he calls, we are not in the market, we tell him so. If, in spite of our assurance that, at the moment, we are placing no orders for the goods he offers, he wishes us to look at his samples, we do so. If his prices appeal to us, we say, "Get in touch with us in May—or whatever the proper time may be.

The Caldwell Store "controls" buying—controls it absolutely. On Mr. Hastings's desk, right before his eyes and within reach of his hand, is what he calls "my control sheet." It is a rather formidable looking document, about 20 inches square. The record of the past is the basis for determining the maximum amount of money which shall be invested in stock for each department. The amount for such and such a department is, we'll say, $10,000. A monthly inventory keeps Mr. Hastings informed as to the value of the stock on hand in that department. For some good reason—it must be that—it may be necessary to place an order, the amount of which, added to the value of goods on hand, exceeds the maximum amount which the department is authorized to carry. If that happens, the amount by which the maximum is exceeded is indicated very clearly in red ink.

Additional orders for goods for that department are not placed until the value of the stock on hand gets back to normal. All orders must be countersigned by Mr. Hastings and his signature is not forthcoming if the buying control sheet does not show that the department for which the goods are wanted is in a "healthy" condition. And always the manager of a department which has overbought is instructed to cease buying until advised to the contrary.

In this way, with very little trouble and at small cost, the president of the Caldwell Store keeps in daily—almost hourly—touch with the buying activities of every department of the store. The control sheet is valuable, not only as a guide in buying but in selling, also, for by comparing this year's figures with those of previous years the fact that certain departments are not holding their own is disclosed.

I have, I believe, shown that the Caldwell Store brings unusual intelligence to the matter of buying. Its department managers maintain almost constant contact with the markets. The store's management controls buying in a way which makes it impossible for department managers to overbuy. Stock is thus

[CONTINUED ON PAGE 70]

The above reproductions are typical of Caldwell Store advertising. It is planned and the copy for an entire month is prepared between the fifteenth and twentieth of the month preceding. The minimum space used is four columns wide by half a column deep, but frequently full pages are resorted to. Only for the Anniversary sale, an annual event, does the Caldwell Store make use of two-page announcements

Transportation by Rail and Water

brings the world's advertisers to Houston. In fact, such gatherings as this—of men from all parts of the world—has been made possible by the great development of the Railway and Marine Industries.

The Simmons-Boardman publications have had much to do with the development of these two industries and today they offer the most direct and effective means for the advertiser to place his sales story before the railway men and the marine men who can specify and influence the purchase of his products.

The Simmons-Boardman research department will gladly cooperate with you in determining the market for your products in the railway and marine industries.

Railway Age

Marine Engineering and Shipping Age

Railway Mechanical Engineer

Railway Engineering and Maintenance

Railway Electrical Engineer

Railway Signaling

The Boiler Maker

Car Builders' Cyclopedia

Locomotive Cyclopedia

Railway Engineering and Maintenance Cyclopedia

Members Audit Bureau of Circulation
Members Associated Business Papers

Simmons-Boardman Publishing Company
"The House of Transportation"
30 Church Street, New York, N. Y.

Chicago, 608 S. Dearborn Street; Cleveland, 6007 Euclid Avenue; Mandeville, Louisiana; Washington, 17th and H Streets, N. W.; San Francisco, 74 New Montgomery Street; London, 34 Victoria Street, S. W. 1.

Simmons-Boardman Publications

Program of Twenty-First Annual Convention A. A. C. of W.

Houston, Texas, May 9-15, 1925

THE theme to be emphasized throughout the twenty-first annual convention of the Associated Advertising Clubs of the World, to be held at Houston, Texas, May 9-15, 1925, is "Advertising as a Means to World Progress." Civic and commercial representatitves of twenty-two Pan-American nations are expected to attend, and likewise delegates from thirteen other countries in Europe, Asia and Africa. Among the speakers on the general program, of which C. K. Woodbridge, president of the Dictaphone Corporation, New York, is chairman, are: Miriam A. Ferguson, Governor of Texas; Hiram Bingham, United States Senator from Connecticut; Morris Sheppard, United States Senator from Texas; Charles Aubrey Eaton, Congressman from New Jersey; George E. Roberts, vice-president of the National City Bank, New York; Frank D. Waterman, president of the L. E. Waterman Pen Company, New York, and Mrs. Edith McClure-Patterson, Dayton, Ohio, representing the General Federation of Women's Clubs. Lou E. Holland, Kansas City, who is completing his third annual term as president of the Associated Adertising Clubs, will preside. The general sessions, the Pan-American Conference and the International Advertising Exhibit will be held in Houston's Municipal Auditorium. Departmental sessions will be held in hotels within a short walk of the Auditorium.

THE convention will be formally opened Saturday evening, May 9, with a reception in the Auditorium. Governor Ferguson and President Holland will head the receiving line. Foreign and American massed bands will play the national airs of the various countries. One of the bands will be the Mexican National Band of 136 pieces. Addresses of welcome will be delivered by Senator Sheppard, Governor Ferguson, O. F. Holcombe, mayor of Houston; Amon G. Carter, chairman, Tenth District (Texas) Associated Advertising Clubs, and William S. Patton, president Advertising Association of Houston. President Holland will respond.

Sunday morning, May 10, "Advertising as a Means to World Progress" will be the theme in about fourteen Houston churches of various denominations. The Rev. Christian F. Reisner, president of the Church Advertising Department of the Associated Advertising Clubs, is in charge of these arrangements. Sunday afternoon an inspirational meeting will be held in the Auditorium, the musical program of which will be rendered by the Prairie View Normal Chorus of 125 Negro voices. Dr. Eaton will be the speaker. Sunday evening there will be a concert by Houston massed bands in the Auditorium. The Rt. Rev. Clinton S. Quinn, Episcopal Bishop of Texas, will speak on "The Moral Influence of World Peace" and Harry S. Rogers, San Antonio, on "The Economic Influence of World Peace."

Monday morning, May 11, President Holland will formally open the business sessions. Mr. Woodbridge will preside. Following addresses of welcome to the overseas delegates by President Holland and Mayor Holcombe, and responses by C. Harold Vernon, London, chairman of the Fourteenth District; Norman S. H. Catts, Sydney, Australia; Arthur Reber, Berne, Switzerland, and Mexican and South American delegates, a message by President Coolidge will be read. Secretary Hoover will speak on "The Influence of Advertising on Distribution."

The annual meeting of the National Advertising Commission, for election of officers and other business, will be held Monday noon at the Rice Hotel.

Monday afternoon, the general session will be presided over by William S. Patton, president Advertising Association of Houston. Mayor Wynne Williams, advertising manager of the London *Times*, will speak on "Britain's Gain." H. W. Wayne, director, E. Harris & Company, Ltd., and Kenway, Ltd., London, will talk on "Truth in International Publicity." The meeting will adjourn early for a Channel Trip to the San Jacinto Battleground.

Tuesday morning, May 12, the general session will be presided over by Hon. Edwin T. Meredith, president, Meredith Publications, Des Moines, Iowa. Hon. Hiram Bingham, United States Senator from Connecticut, will speak on "Aviation for World Progress." Mrs. McClure-Patterson will speak on "How Advertising Serves the Consumer." Others to make addresses are Mrs. Anita Simpson, Women's Advertising Club, Chicago, who will speak on "How We Are Selling the Value of Advertising to the Women of Chicago," and Martin J. Insull, president, Middle West Utilities Company, who has for his subject, "Benefits of Public Utility Advertising to the Consumer."

Tuesday noon, the Joint Assembly of the Association will meet at the Brazos Hotel. Departmental meetings, the programs for which are given below, will be held Tuesday afternoon

Houston's $2,000,000 municipal Auditorium, where the general sessions of the annual convention of the A. A. C. of W. will be held

IN NEW YORK

THE Colony is the latest addition to New York's rapidly swelling group of cinema theatres. It is a splendid example of the medium-sized, luxurious type of theatre picture-goers demand.

That there is such a demand is significant. In a city that boasts hundreds upon hundreds of motion picture houses, it indicates that film adherents take their movies in serious fashion.

Every new theatre, whether in New York or Dubuque, means new interest in news of the film world — new readers for the *Motion Picture* Magazine.

A circulation that already runs into hundreds of thousands is of real benefit to the advertiser in a magazine where *every page is read.*

Brewster Publications, Inc., 175 Duffield Street, Brooklyn, N. Y.

MOTION PICTURE

THE QUALITY MAGAZINE OF THE SCREEN

and Wednesday and Thursday mornings.

Tuesday evening, the official dinner of the Board of Club Presidents will take place at the Rice Hotel.

Wednesday afternoon, the delegates will go to the nearby city of Galveston, where a business session, followed by an entertainment program on the beach, will be held.

Thursday afternoon, in the Auditorium, the final general business session will be held. Reports will be made by Jesse H. Neal, secretary-treasurer, and various committees. Resolutions will be adopted, and president, secretary-treasurer and convention city for 1926 selected.

The Pan-American Trade Development Conference will be held Friday afternoon, May 15. Among the speakers are George P. Roberts and Frank D. Waterman.

A series of four circle tours, radiating east, west, southwest and north of Houston, will follow the convention. Entertainment features of the convention, in addition to the formal opening ball, will include an historical water pageant at the San Jacinto Battleground, Monday evening, May 11, a "South of '36" revue Thursday evening, and the beach program at Galveston on Wednesday.

FOLLOWING are the programs announced by the various departmentals that are to hold sessions in conjunction with the twenty-first annual convention of the Associated Advertising Clubs of the World, Houston, Tex., May 9-14:

Industrial Advertisers Association and Associated Business Papers

The National Industrial Advertisers Association and the Associated Business Papers, Inc., will hold a joint meeting, Tuesday afternoon, May 12. Julius Holl, advertising manager of the Link-Belt Company, Chicago, and president of the Industrial Advertisers, will preside. The program follows:

"The Industrial Advertiser and the Community"—Bennett Chapple, director of publicity, American Rolling Mills Company, Middletown, Ohio.

"How Trade Advertising Benefits the Ultimate Consumer"—Paul I. Aldrich, editor and manager, *National Provisioner*, Chicago.

"Improving Industrial Methods Through Advertising"—Keith J. Evans, advertising manager, Joseph T. Ryerson & Sons Company, Chicago.

"The Economic Function of Business Paper Advertising"—Jesse H. Neal, executive secretary, Associated Business Papers, Inc., New York.

* * *

American Association of Advertising Agencies

H. S. Gardner, New York, president of the Association, will preside. The program is as follows:

Tuesday, May 12—2:30 P.M.

Welcome—Shelly E. Tracy, Southwestern Advertising Agency, Dallas.

Response—H. S. Gardner.

"Function of Advertising in Distribution of Merchandise"—John Benson, Benson, Gamble & Crowell, Chicago.

"Constructive Cooperation"—James O'Shaughnessy, executive secretary, American Association of Advertising Agencies.

"How Agencies Can Use Vigilance Movement to Best Advantage"—H. J. Kenner, manager, Better Business Bureau, New York.

Wednesday, May 13—9:30 A.M.

"Market and Media Research"—Dr. Daniel Starch, American Association of Advertising Agencies.

"Coordinating Advertising with Sales"—Arthur W. Sullivan, Joseph Richards Company, New York.

"Post-War Change in Overseas Marketing"—Overseas Guests.

Thursday, May 14—9 A.M.

"How Accessible to Public Should Manufacturer Aim to Make His Product?"—A. B. Taylor, Ferry-Hanly Advertising Company, Kansas City.

"Planning the Copy Appeal"—James W. Young, J. Walter Thompson Company, Chicago.

"Shall the Campaign Be Sectional or National?"—Harborough I. Lill, The Chambers Agency, New Orleans.

* * *

Newspaper Advertising Executives

Three sessions, devoted to local and national advertising problems and to general newspaper promotional work, will be held by the Association of Newspaper Advertising Executives. Frank T. Carroll, of the Indianapolis *News*, is president of the Association. The program follows:

Tuesday, May 12—2 P.M.

(Local Display Problems)

"Department Store Advertising from the Inside"—George S. Cohen, general manager, Foley Brothers Dry Goods Company, Houston.

"How We Are Developing More Newspaper Advertising in England"—Wynne Williams, advertising manager, *Times*, London.

"The Development of Advertising in Public Utilities"—M. E. Foster, president, *Houston Chronicle*.

"The Development of Special Sales Through Newspaper Advertising"—Thomas K. Kelly, president, T. K. Kelly Sales Company, Minneapolis.

Wednesday, May 13—9 A.M.

(National Advertising Problems)

"The Relationship Between Advertising Agencies and Newspapers"—James O'Shaughnessy, executive secretary, American Association of Advertising Agencies, New York.

"Markets and Media Research"—Daniel Starch, director, Department of Research, American Association of Advertising Agencies, New York.

"The National Vigilance Committee and the Newspapers"—Holland Hudson, National Vigilance Committee, Associated Advertising Clubs of the World, New York.

Thursday, May 14—9 A.M.

(General Newspaper Session)

"Non-Skid Advertising"—Merle Sidener, president, Sidener-VanRiper Advertising Company, Indianapolis.

"Promotion as a Factor in Newspaper Advertising"—A. L. Carmical, director of publicity and promotion, Chicago *American*.

"I Could Speak Upon, But—"—W. G. Bryan, president, W. G. Bryan Organization, New York.

"History and Development of Newspaper Advertising"—James Wright Brown, publisher, *Editor and Publisher*, New York.

* * *

Direct Mail Association

Joseph Meadon, president, Franklin Press, Detroit, and chairman, General On-to-Houston Committee for the World Advertising Convention; Homer J. Buckley president, Buckley, Dement Company, Chicago, and chairman, Joint Assembly, Associated Advertising Clubs, and Frank L. Pierce, secretary-treasurer, Direct Mail Advertising Association, Detroit, will preside at meetings of the Direct Mail Association. Mr. Meadon will preside at the session Tuesday afternoon, May 12; Mr. Pierce, Wednesday morning; and Mr. Buckley, Thursday morning. Programs for the three sessions follow:

Tuesday, 2 P.M.

"The Customer's Viewpoint on Direct Mail Advertising"—Irene I. Donath, president, Donath Service, New York.

"Writing Music for House Organs"—R. Fullerton Place, president, Advertising Club of St. Louis.

"Agitation or Information"—John H. Clayton, manager, Department of Printed Salesmanship, Beals & Morrison, Oklahoma City.

"The Fundamentals of Direct Mail Selling"—John Howie Wright, editor, *Postage*, New York.

Wednesday, 9:30 A.M.

"How to Improve Your Business Letters"—S. R. Stauffer, Minneapolis.

"Eliminating the Waste in Direct Mail Advertising"—Homer J. Buckley, president, Buckley, Dement & Company, Chicago.

"Potentialities and Peculiarities of Direct Mail in the South"—Jules J. Paglin, advertising manager, Sam Bonard, New Orleans, La.

Thursday, 9:30 A.M.

"Humanizing Advertising"—Claude M. Bolser, Department of Journalism, Indiana University, Bloomington, Indiana.

"Selling 30,000 Salesmen by Mail"—A. Rasmussen, general sales manager, W. & H. Walker, Inc., manufacturing chemists, Pittsburgh.

"Some Notable Examples of Church Advertising"—William N. Bayless, president, Tiffany-Bayless Company, Cleveland.

* * *

Public Utilities Association

Tuesday Afternoon, May 12

President's Address—W. H. Hodge.

"Costs and Results"—E. Paul Young, Illinois Power and Light Corporation, Chicago.

"Better Copy"—I. M. Tuteur, McJunkin Advertising Co., Chicago.

Discussion, led by LaBert St. Clair, American Electric Railway Association, New York.

"Interesting Facts about the Exhibit"—Edward J. Cooney, Lowell, Mass.

Membership Campaign Results"—Dana H. Howard, Commonwealth Edison Company, Chicago.

"The Association Bulletin"—Donald M. Mackie, Consumers Power Company, Jackson, Mich.

"Employment Opportunities"—Leonard Ormerod, Bell Telephone Company, Philadelphia.

Wednesday Morning, May 13

"Keeping the Organization Abreast of Its Advertising"—P. C. Staples, Bell Telephone Company of Pennsylvania.

"Relation of Advertising Agency to Public Utility Advertising"—C. R. Winters, Central Advertising Agency, Wichita, Kan., and George Ade Davis, Oklahoma Gas and Electric Company, Oklahoma City, discussing the agency and the direct advertising sides of the question.

"The Use of Motion Pictures by Public Utilities"—Marshall E. Sampsell, Illinois Public Service Company, Chicago.

"Good Will and Institutional Advertising"—J. C. Jordan, Pacific Gas and Electric Company, San Francisco; George McQuaid, Texas Public Utility Information Bureau, Dallas, and B. J. Mullaney, Peoples Gas, Light and Coke Company, Chicago.

* * *

Retail Advertisers Association

Fundamentals of merchandising will be discussed by the retail advertising group. Theodore G. Morgan, Henry Morgan & Co., Ltd., Montreal, is president of the Association. Sheldon R. Coons, Gimbel Brothers, New York, is chairman of the program committee. Following are the programs for the three sessions. Discussion is to follow each talk.

Tuesday, 2 P.M.

Chairman—Theodore G. Morgan.

"The Advertisement Itself"—Miss Catherine McNelis, advertising manager, Fowler, Dick & Walker, Wilkes-Barre, Pa.

Just 3 Facts:

1. Kansas has been rated "Good" on maps of Business Conditions every month since Sept., 1924.

2. Kansas Farmer has carried over 16,500 lines more of commercial advertising during the first four months of 1925 than for the same period last year.

3. Kansas Farmer now has more commercial lineage—published and ordered—for 1925 than it carried during the year of 1924.

To reach this rich market where there is good substantial business use the farm paper which reaches 60 per cent of the Kansas farm homes.

KANSAS FARMER
AND MAIL & BREEZE

Arthur Capper, Publisher *Marco Morrow, Ass't. Pub.*

Topeka-Kansas

New York Chicago Cleveland Detroit St. Louis Kansas City San Francisco

"Merchandising the Advertisement"—George B. Forristall, advertising manager, Foley Brothers Dry Goods Co., Houston.

"Retail Copy"—Speaker to be announced.

"How a Better Business Bureau Develops Retail Advertising Standards"—Edward L. Greene, special representative, National Vigilance Committee.

Wednesday, 9 A.M.

Chairman—George B. Forristall, Foley Brothers Dry Goods Co., Houston.

"Changes in Retailing and the Advertiser"—H. H. Maynard, professor of Business Organization, College of Commerce and Journalism, Ohio State University.

"Advertising, the Open Road to Profit"—Martin L. Pierce, Director of Research, The Hoover Company, North Canton, Ohio.

"Store Publications"—H. E. Hart, president, The Hart Company, Chicago.

"Adapting the Other Fellow's Ideas"—Amos H. Weigel, Standard Corporation, New York and Chicago.

Thursday, 9 A.M.

Chairman—Theodore G. Morgan.

"Crediting Basement Readers with Average Intelligence"—Miss Harriet Goodsite, Advertising Department, LaSalle & Koch Company, Toledo, Ohio.

"Big Town Advertising with Small Town Facilities"—Roy G. McKinney, advertising manager, Baker-Hemphill Company, San Angelo, Texas.

"Teasers as a Help to Selling"—R. D. Friend, advertising manager, the Pelletier Company, Sioux City, Iowa.

"Human Appeal in Furniture Advertising"—Mrs. Guy M. Locking, advertising manager, the Buckeye Furniture Company, Toledo, Ohio.

"Building a $2,000,000 Business in a Town of 1000 People"—Bob Mooney, president, The B. & O. Cash Store, Temple, Oklahoma.

* * *

Financial Advertisers

Tuesday Afternoon, May 12

Presiding—E. H. Kittredge, Hornblower & Weeks, Boston, president of the Financial Advertising Association.

"Greetings from the Associated Advertising Clubs of the World"—Lou Holland.

"The Ideal Savings Bank"—Alvin P. Howard, vice-president, Hibernia Bank and Trust Company, New Orleans, and president Savings Bank Division, American Bankers Association.

"Home Banks and Premiums"—Guy W. Cooke, assistant cashier, First National Bank, Chicago.

"Building a New Business Machine for a City Bank"—H. J. Bernard, cashier, Second National Bank, Houston, Texas.

"Does Circulation of Savings Customers Pay?"—Sam R. Lawder, vice-president, First National Bank, Houston.

"Out-Faking the Fake Publication"—Sam P. Judd, publicity manager, Mercantile Trust Company, St. Louis.

Wednesday, May 13—9 A.M.

"Your National Advertising Commission"—Mr. McClure.

"Protecting the Good Will Investment of Financial Advertisers"—Kenneth Bernard, manager, Better Business Bureau, Detroit.

"Some Major Problems in Investment Advertising"—H. M. Tenney, advertising manager, First National Company, Houston.

"Employees' Contest"—Paul Hardesty, publicity manager, Union Trust Company, Chicago.

"Educational Service in Financial Advertising"—W. J. Kelley, assistant vice-president, Chicago Trust Company, Chicago.

"Yes, We Have Nothing to Advertise"—W. B. Weissenburger, vice-president, National Bank of Commerce, St. Louis, Mo.

"How to Finance Enduring Patriotism"—Herbert S. Houston, publisher, *Our World*, New York.

* * *

Church Advertising Department

The Rev. Christian F. Reisner of New York is president of the Church Advertising Department. William N. Bayless, president, the Tiffany-Bayless Company, Cleveland, heads the program committee.

In addition to the regular departmental meetings, on Tuesday afternoon, Wednesday and Thursday mornings, May 12-14, this group will also be in charge of religious services in about fifteen downtown Houston churches, Sunday, May 10, when "Advertising as a Means to World Progress," the theme of the convention, will be discussed. The program for the regular sessions is as follows:

Tuesday, May 12—2 P.M.

Presiding—Mr. Bayless.

"How to Win Newspaper Cooperation"—Frank LeRoy Blanchard, director, Public Relations, Henry L. Doherty & Company, New York.

"The Church and the Newspaper"—John T. Brabner Smith, in charge Secular Press publicity, World Series Agencies, Methodist Episcopal Church, Chicago.

"The Newspaper Is Anxious to Cooperate"—J. B. Fraser, promotion manager, *Hamilton Herald*, Hamilton, Ontario.

"Can the Church Use Poster Advertising?"—Clarence M. Lovell, Poster Advertising Company, New York.

"A Remarkable Cooperative Interchurch Campaign"—A. G. Corry, church advertising specialist, Philadelphia.

Wednesday, May 13—9 A.M.

Presiding—W. Frank McClure, Albert Frank & Company, Chicago.

"What Has the Church Got to Advertise?"—The Rev. Kerrison Juniper, pastor, First Congregational Church, St. Petersburg, Fla.

"Copy That Compels"—Mr. Bayless.

"Impressions of Current Church Advertising"—Norman M. Parrott, secretary, Advertising Club of Baltimore.

"The Advertising of Truth"—Norman T. A. Munder, president, Norman T. A. Nunder Company, Baltimore.

"New Life in Old Pews"—The Rev. E. P. West, pastor, Baptist Temple, Houston.

Thursday, May 14—9 A. M.

Presiding—The Rev. F. M. C. Bedell, Christ Church Rectory, Houston.

"Broadcasting Religion to a Receptive World"—Graham Stewart, advertising director, *People's Popular Monthly*, Des Moines.

"Advertising the Biggest Business in the World"—Merle Sidener, president, Sidener-VanRiper Advertising Agency, Indianapolis.

"From the Publisher's End"—Rowe Stewart, general manager, *Philadelphia Record*, Philadelphia.

"The Church's Outside Audience"—Joseph M. Ramsey, Business Manager, the *Expositor*, Cleveland, Ohio.

"Some Effective Methods from My Experience"—The Rev. P. B. Hill, pastor, First Presbyterian Church, San Antonio, Texas.

* * *

Community Advertising

Tuesday, May 12—2 P.M.

Presiding—Charles F. Hatfield, secretary and general manager, St. Louis Convention and Publicity Bureau; president, Community Advertising Department.

"Health Appeal in Community Advertising"—Homer N. Calver, executive secretary, American Public Health Association, New York.

"How Advertising Specialties Advertise Communities"—U. Rae Colson, president U. Rae Colson Company, Paris, Ill.

"How Tourist Camps Advertise a Community"—J. Lee Barrett, secretary-treasurer, International Association of Tourist Camps, Detroit.

Wednesday, May 13—9 A.M.

Presiding—Don E. Mowry, general secretary, Chamber of Commerce, Madison, Wisconsin.

"The Florida Mill Tax; How Distributed and What It Has Accomplished"—Jefferson Thomas, president, Thomas Advertising Service, Jacksonville, Florida.

"Chamber of Commerce Publications as Mediums for Community Advertising"—Montague A. Tancock, manager, Bureau of Publicity, Chamber of Commerce, Omaha.

"How Missouri Has Organized to Sell Its Resources to the World"—George A. Pickens, secretary, Missouri Association Jefferson City, Missouri.

"How Advertising Has Developed the Pacific Coast Country"—Lloyd Spencer, Post-Intelligencer Company, Seattle, Washington; president, Pacific Coast Advertising Clubs' Association.

"The Place of the Motion Picture in Community Life and Development"—J. Homer Platten, treasurer, Motion Picture Producers and Distributors of America, Inc., New York.

"How the City of St. Louis Advertises"—Walter B. Weisenburger, chairman, Publicity Committee, St. Louis Chamber of Commerce; past president, Advertising Club of St. Louis.

Thursday, May 14—9 A.M.

Presiding—Charles F. Hatfield.

"The Good Will of the Community"—William P. Green, associate director, National Vigilance Committee, Associated Advertising Clubs of the World.

Report of Committees: Extension—Don E. Mowry, chairman. Research (Truth)—Montague A. Tancock, chairman; manager, Bureau of Publicity, Omaha Chamber of Commerce. Membership—Frank B. White, chairman; president, Agricultural Advertising Service, Chicago.

Miscellaneous reports and discussion: election of officers.

* * *

Advertising Specialty Association

The advertising specialty men will hold one session on Wednesday morning, May 13. Frank A. Geiger, president, Geiger Brothers, Newark, N. J., and president of the Association, will preside. The program follows:

"Financial Advertising as a Field for Specialties"—Paul Hardesty, manager of publicity, Union Trust Company, Chicago.

"Supplementing Direct Mail with Specialty Advertising"—Harry Todd, vice-president and general manager, Kuhl & Bent Company, Chicago.

"Augmenting Community Advertising with Specialties"—Charles F. Hatfield, president, Community Advertising Department, St. Louis.

"Advertising Specialties as an Aid to Screen Advertising"—Douglas D. Rothacker, president, Screen Advertisers' Association, Chicago.

"Good Will—Its Value and Creation by Specialties"—Bennett Chapple, advertising manager, American Rolling Mills Company, Middletown, Ohio.

"Making the Desert Blossom"—L. H. Buckley, American Art Works, Coshocton, Ohio.

* * *

Directory and Reference Media

Tuesday, May 12—2 P.M.

The principal paper will be presented by Col. H. H. Burdick, R. L. Polk & Company, Detroit, president of the department. He will show the close tie-up between reference media and the underlying theme of the convention. An informal discussion will follow the presentation of Colonel Burdick's paper.

* * *

Graphic Arts Association

Wednesday, May 13—9 A.M.

Presiding—To be announced.

"How the Photo-Engraver Can Help the Printer"—Edward Epstean, Walker Engraving Company, New York.

"Truth in Printing"—Norman T. A. Munder, president, Norman T. A. Munder Company, Baltimore.

"Salesmanship as It Applies to Printing"—G. C. Willings, vice-president, Intertype Corporation, New York, N. Y.

(Subject to come)—Joseph Meadon, president, Franklin Press, Detroit.

(Subject to come)—Fred Johnston, president, Johnston Printing and Advertising Company, Dallas.

* * *

Poster Advertising Association

Tuesday, May 12—2 P.M.

Presiding—Tom Nokes, secretary and general manager, Johnstown Poster Advertising Company, Johnstown, Pennsylvania.

Welcome Address—P. L. Michael, president, Houston Poster Advertising Company, Houston.

"Posters—the Greatest Common Denominator"—Clarence B. Lovell, advertising manager, General Outdoor Advertising Company, Inc., New York.

"Posters and Their Co-ordination with Other Media"—Harold Kayton, manager, Sunset System of San Antonio, San Antonio.

"A Message from Overseas"—H. W. Wayne, director, E. Harris & Company, Ltd., London.

[CONTINUED ON PAGE 76]

Building BIG

A SUGGESTION TO BUSINESS MEN WHO REFUSE TO REMAIN "LITTLE FELLOWS"

WATCH them put together a twenty-storied framework of steel, giant skeleton for some twentieth-century colossus. A frame able to hold its load, planted there for generations to come.

Good advertising is just as sound and as safe as good building. These days, its exponents are engineers as well as enthusiasts. They are omitting the "bunk" and avoiding the blunders of the past by sticking to straight thinking and scientific campaigning.

Build *big*—but build *safe*. Start with a sufficient framework of business-paper promotion. Carry it through every element of your work. Make it heavy enough and strong enough to compel success.

In our field, tell and sell the merchant. He will tell and sell the millions. When the time comes to add the larger and more lavish "national" campaign, you are ready—you *know* that your structure will stand.

After all, isn't this the common-sense course to uncommon success?

IN Jan. of *last* year, 17 advertising agencies signed 418 pages of ECONOMIST GROUP space for 33 accounts. In Jan. of *this* year, at the same space rate, 58 agencies signed 1936 pages for 103 accounts. They realize the success-power of the merchant's favor and use the direct path to it. The business papers of the GROUP are part of the business lives of 45,000 buyers and executives in 35,000 foremost stores in more than 10,000 key centers—stores that do 75% of the country's retail business in dry goods and department store lines. And it is axiomatic that—when you

TELL AND SELL THE MERCHANT—HE WILL TELL AND SELL THE MILLIONS!

The ECONOMIST GROUP

DRY GOODS ECONOMIST—(*National Weekly*)
MERCHANT-ECONOMIST—(*Zoned Fortnightly*)

NEW YORK (239 West 39th Street)—BOSTON—PHILADELPHIA—GREENVILLE, S. C.—CLEVELAND—CHICAGO—ST. LOUIS — SAN FRANCISCO — LONDON — BRUSSELS — PARIS

UPC PUBLICATIONS

Written by Our Readers

Defining "Quality" Circulation

FARM AND HOME,
Springfield, Mass.
April 27, 1925.

TO THE EDITOR:

Charles Austin Bates is overlooking, or at least is not mentioning, the elusive quality which makes readers believe what they see in one paper and disbelieve what they see in another (although they may find certain feature articles interesting intellectually or satisfying to their inborn taste for the salacious).

It is this elusive quality—the quality which goes to make loyalty and influence—which, it seems to me, is the most valuable thing any publication has to offer—and it is certainly not described by the cant term "quality circulation."

It is the privilege of sharing this loyalty and influence that the advertiser buys—not the "space" or the size of the circulation.

One kind of paper will influence one group and another will appeal to an entirely different group. If the advertiser has something that both groups use, both papers have "quality circulation" for him.

If this be true—and it *is* true—a proper judgment of values as *related to the product to be advertised* is of the utmost importance and it would seem desirable for every careful advertiser to have clearly in his mind definite answers to the following technical questions regarding every publication in which he spends his good money:

1. What *sort* of people take it?
2. *Why* do they take it?
3. Do they *like* it after they get it?
4. Where do they live in relation to transportation facilities and the factors affecting rural prosperity?
5. Is the *rate* a fair one?

Every one of these questions can be answered definitely and authoritatively from the uniform sworn statements of the respective publishers.

When those questions are answered, however, there are three more which are even more important, because they have to do with the *influence* of the publication rather than with its *space*.

They will indicate whether it has those dynamic qualities that go to make real leadership in its chosen field.

It is essential, then, to know the answers to these three questions:

1. What does the publication *stand for?*
2. What *has* it *done* along lines of real *leadership?*
3. What is it doing *now* that demonstrates a live, effective leadership in the current affairs of those whom it is designed to serve?

Assuming that he knows the class of people who make customers for him, the advertiser who asks himself those questions and is certain of his answers won't go far wrong in picking the mediums that will not only "carry" his story, but lend it added force.

DAVID R. OSBORNE.

MYERS-BEESON-GOLDEN, INC.,
New York
April 29, 1925.

TO THE EDITOR:

I don't know whether Mr. Bates and Mr. Calkins have acquired the custom, through long association with big appropriations, of thinking in terms of six figures and up, but it is certain that no mention was made in either of their discussions of the manufacturer who is making a modest start in advertising and has anywhere from nothing to fifty thousand dollars to spend.

Perhaps he is producing a new type of shock absorber to fit all makes of cars. It is true that the car owner population is so large that the element of waste is not seriously to be considered in the more important newspapers and magazines. *The Saturday Evening Post* may be able to give him more complete coverage per dollar spent than some "quality" publication having a higher mil line rate. But suppose he can't afford to buy all that coverage, except in such small space that he will be totally eclipsed by the big advertising of Gabriel, Stewart, Watson and others. Until he can meet them on something more nearly approaching even terms, isn't it just barely possible that larger space in a magazine or group of magazines of picked circulation might enable him to make a more pretentious and convincing showing? Here he will not be lost in the bulky shade of big competitors, but will attain a real importance in the eyes of the considerable numbers of car owners reached in this way. There are times when it pays to be a big frog, or at any rate a middling sized frog, in a small pool.

How many advertisers are born to the *Post?* Most of them have to grow up to it. Meanwhile what vehicle can they find to carry them to the market and establish them there? How are they going to bridge the gap between no market at all and the vast army of *Post* readers?

Our shock absorber manufacturer can use the newspapers to advantage if he is concentrating his distribution in a few localities. But suppose, as is often the case, through good trade advertising and live jobber connections he has secured dealers and service stations over a wide section of the country—with his small appropriation he will find himself facing the same problem in the newspapers as in the *Post*. He can't afford to lose himself in the vast tract of lineage on 374 square inches of newsprint.

If this reads like a slam at small space, let me hasten to assure you that it's no such thing. But what Ovington's can accomplish in a 56-line double column advertisement is very different from what can be done with a spring controlling device having new features of pointed interest to car owners. You shop for china, glassware, leather goods, candlesticks, lamp shades, but not for shock absorbers. The shock absorbers have to seek you out, not you them.

Prospect hunting in small space under those conditions is a discouraging pastime. A new story requires more breathing room than the old, and we must seek the room in publications that will allow us to tell it at least adequately, even though to fewer numbers.

This isn't an attempt to analyze anything. I am just wondering if the "quality" publications don't fill a need here, and if it can be filled as well in any other way.

HAROLD P. WOODCOCK.
Vice-President.

Radio Advertising

PITTSBURGH STEEL COMPANY,
Pittsburgh, Pa.
April 28, 1925.

TO THE EDITOR:

It is refreshing indeed to read such frank discussions upon subjects of current sales and advertising interest as the articles in your April 22 issue on Radio Advertising, Installment Selling, and others.

The radio article is free from the tendency noticeable in some quarters to look upon radio advertising with antagonism, viewing it as an intruder upon the private preserves of erstwhile established advertising media. This attitude is futile, because if radio has merit as an advertising tool it will continue to be utilized, and if it has not it soon will be eliminated by natural causes.

Anyway we advertisers are not so exclusive about what we use for advertising purposes, and we might as well gracefully receive radio into the circle of magazines, business papers, farm papers, newspapers, religious papers, house organs, booklets, circulars, form letters, handbills, novelties, outdoor signs, window displays, counter displays, conventions, strikes and several others.

However, whether or not radio proves a successful advertising tool, it is a form of entertainment which is affecting the reading habits of the public, and as such its development may well be watched with interest in advertising circles.

ELMER T. WIBLE,
Advertising Manager.

We're Going to Make It a Great Deal Better

MULTIPOST COMPANY,
Rochester, N. Y.
April 21, 1925.

TO THE EDITOR:

Replying to your letter advising of advance of subscription price of your magazine. You can continue to send it to me until instructed otherwise. The price won't worry me. If your paper continues to be as satisfactory as it has been so far, I shall continue to consider it a good investment, even at more than the advance you announce.

W. F. SCHWEIGER,
President.

First
in
National Advertising

New York Evening Newspapers

During the year 1924 The Sun published more National Advertising than any other New York evening newspaper.

For the first four months of 1925 The Sun leads the second evening newspaper by more than a quarter of a million lines.

THE SUN ranks fourth in National Advertising among the six day evening newspapers of the country. The Philadelphia Bulletin, The Newark News and the Boston Traveler are the only six day evening newspapers to carry more National Advertising in 1924 than The Sun.

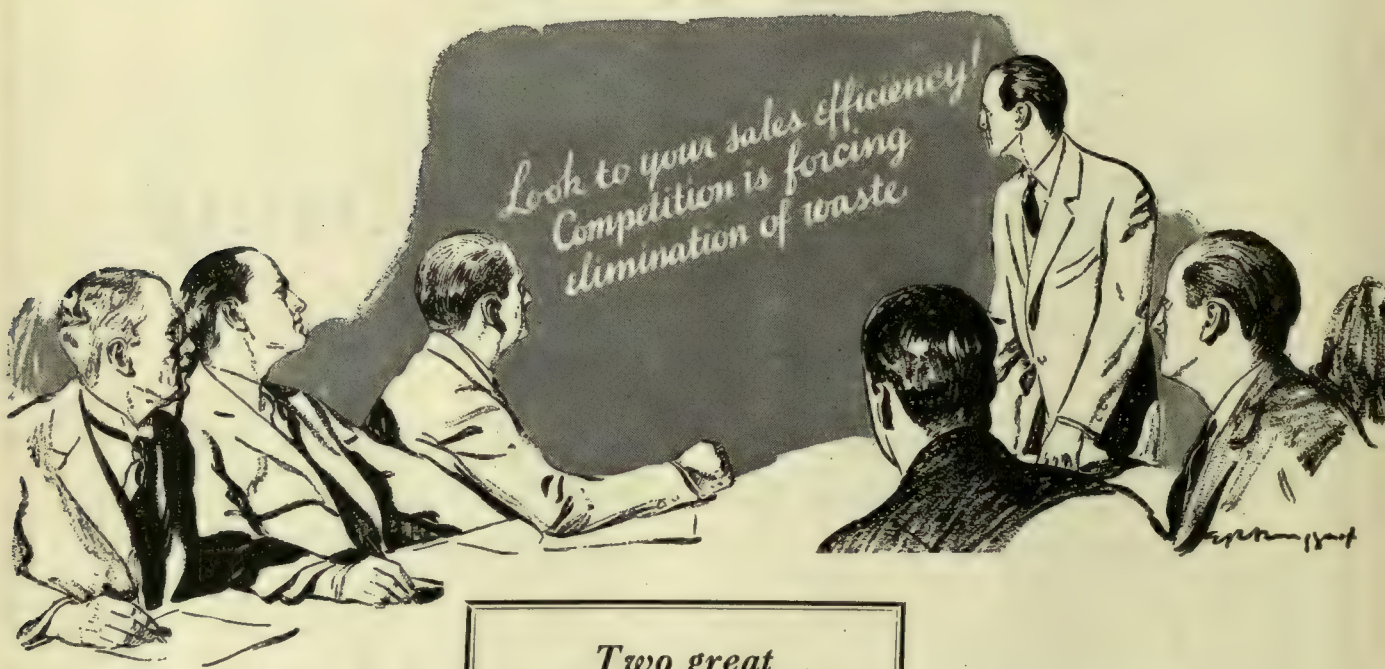
The Sun is a clean, sane, vigorous newspaper, enjoying the confidence of its readers. Its progress can be summed up in one word — from the advertiser's point of view—RESULTS.

A rigid censorship on advertising is maintained

The Sun

280 Broadway New York

The Modern Hand



ELIMINATION of waste in selling and distribution is the need of the hour. It is not a fad, nor the outpourings of the "tormentors of progress." The demagogue is in no way responsible for it. Economic factors are forcing it. Following the elimination of waste in production which made America the greatest producing nation of the world, elimination of waste in distribution is the logical next step.

With the exception of infrequent periods of depression America always has been a seller's market. The rapid development of the United States constantly has created a demand for practically everything we could produce.

In half a century we have poured over ten billion dollars into a construction program for public utilities alone. Within a century we have built railroad systems aggregating 275,000 miles.

We have transformed the farm from the source of supply of the individual to the great producing force of American life.

Our mines, answering the call for coal and ore to feed the hungry maws of growing industry, have themselves demanded the means wherewith to produce.

Because of this great expansion, industry did not feel the need to analyze and study sales efficiency. Unwieldy systems of distribution have been the natural result of a rapidly expanding population and a growing demand for higher standards of living.

Two great national wastes in distribution

"Waste due to enormous expenditure of effort and money without adequate basic information on which to base sales promotion.

"High pressure selling and marketing expenditure in unprofitable areas."

HERBERT HOOVER
Secretary of Commerce

writing on the Wall

When the world war came its unparalleled demands on industry were met with a production expansion which was a marvel then—but a problem today.

What Is Industry's Answer?

Increased sales efficiency and the elimination of waste! The great production geniuses of industry must become equally great geniuses of distribution.

Markets must be studied, buying habits determined, the potential buyers located and selling effort concentrated within the area where profitable results are possible. Salesmen must be trained to serve, their eyes must be lifted from the dotted line to the higher vision of selling in terms of the buyer's interest.

There is no room for the business which selfishly pursues the order without thought for the buyer's interest and whose greediness tempts it to go beyond the border-line of profitable selling.

With half a century of accumulated knowledge of industry back of it, the McGraw-Hill Company has perhaps a broader view of the needs and possibilities of the industrial market than any other single organization. Its fifteen publications, serving many industries, have, as the price of leadership, kept abreast of the most advanced thinking in industrial progress.

Industrial Marketing Survey

Foreseeing the need for more scientific selling, the McGraw-Hill Company has consolidated into useful form the mass of information which it possesses. This has been supplemented by a recent survey which definitely indicates what positions the real buyers in industry occupy and what influences their buying.

Accepting the message of Secretary Hoover as a challenge, the McGraw-Hill Company places itself and its facilities at the service of industry in the necessary work of eliminating waste in selling and distribution just as, in the past, it performed a similar service for production.

Manufacturers who sell to industries served by the McGraw-Hill publications are invited to make use of the McGraw-Hill facilities in developing their sales and distribution plans. The McGraw-Hill staff will gladly assist them or their advertising agents in determining their potential markets, and in formulating plans for reaching and selling these markets.

The McGraw-Hill Company welcomes this new opportunity to serve industry in furthering a program so fundamentally sound.

McGRAW-HILL COMPANY, Inc., NEW YORK, CHICAGO, PHILADELPHIA, CLEVELAND, SAN FRANCISCO, LONDON, PUBLISHERS OF

McGRAW-HILL PUBLICATIONS

REACHING A SUBSTANTIAL MAJORITY OF THE POTENTIAL BUYERS IN THE INDUSTRIES THEY SERVE

Electrical
ELECTRICAL WORLD
JOURNAL OF ELECTRICITY
ELECTRICAL MERCHANDISING
RADIO RETAILING

Mining
COAL AGE
ENGINEERING & MINING JOURNAL PRESS

Industrial
POWER AMERICAN MACHINIST
CHEMICAL & METALLURGICAL ENGINEERING
INDUSTRIAL ENGINEER

Overseas
AMERICAN MACHINIST (EUROPEAN EDITION)
INGENIERIA INTERNACIONAL

Construction & Civil Engineering
ENGINEERING NEWS-RECORD

Transportation
ELECTRIC RAILWAY JOURNAL
BUS TRANSPORTATION

THE 8-pt PAGE

by Odds Bodkins

I NOTICE that the Pullman Company has finally got around to the idea of making personalities of its employees. I am writing this on the Merchants' Limited, en route to Boston. At the end of the car, in a little frame, is a card which states: "Pullman Employees in Charge—Pullman Conductor, S. F. Hinckley; Porter of this car, J. N. Cone; Maid for train, Mabel Long."

I noticed this card when I went back to the diner, and at once a more at-home feeling came over me. After all these years of impersonal Pullman service, at last my comfort was being looked after by human beings with names!

—8-pt.—

Every electric light company sends out monthly bills, and every electric light company is interested in giving its public a clearer idea of its service to the community and a picture of what is back of its bills for current. But few, among the smaller companies at least, have in their employ men with sufficient experience in public relations to write the kind of copy calculated to put over this message.

Along comes the Western Electric Company, discovers a great opportunity for education and the development of goodwill, and brings out a booklet of messages to be printed on the backs of electric bills—a series of illustrated talks on "What's back of your bill," which any electric company is free to use. It would be difficult to estimate the educational possibilities of this adaptation of the dealer electro idea!

So the reclamation of the "waste spaces" in public relations goes on, irrigated by imagination and the desire to serve.

—8-pt.—

These two refreshing paragraphs are from a letter from Charles Austin Bates, which came in this morning's mail:

"I'm for the *peepul*—the proletariat—the hoi polloi. More than ever this morning, because last night I was lured to a *musicale*, where I was, I think, the only common person. All the rest were granddukes, princes, counts, opera singers, marquises and such. Today I'm going to Childs' for lunch and to a movie—just to keep a fair social average."

I share C. A. B.'s anxiety in this matter of keeping "a fair social average." Last night in Worcester, Mass., with an hour to wait for a train, and a desire for a midnight snack, I passed all the genteel eating places and sought out an Owl lunch wagon, where I lined up with auto truck drivers and railroad firemen, in an atmosphere reeking with cigarette smoke, fried onions and picturesque profanity, and added to my knowledge of the structure social as I consumed a ham sandwich. This in anticipation of a fashionable charity ball which Mrs. Bodkins has booked for me for tomorrow evening.

An environment of Pullman cars, orchestra seats, metropolitan hotel lobbies and suburban country clubs is not conducive to sound thinking on sales and advertising problems. Leastwise, not if the product is one used by the masses.

—8-pt.—

The picture below may not seem to have much to do with advertising or selling. But it has. It shows one of the hands being hoisted to its position in front of the face of the giant new Colgate clock, which takes the place of the old clock that for years has told New York the time of night from its lofty perch atop the Colgate factory in Jersey City.

The diameter of the dial of this huge timepiece is 50 feet. The minute hand,

which has the largest and most continuous advertising "circulation" on earth, is 37¼ feet long and has a border of 120 electric lights. The total weight of the clock is about four tons.

If clocks are going to be taken up generally as advertising mediums, I suggest the appointment of a committee consisting of O. C. Harn and Benjamin Jefferson to figure out some sort of an ABC-mil line standard—say a Minute-Watt-Pound rate!

—8-pt.—

In Boston I saw a newspaper advertisement of a retail crockery and glassware store which interested me greatly as an unusual example of the presentation of specific information about merchandise to give it a strong sales appeal.

The firm in question was Jones, McDuffee & Stratton, and the merchandise offered was gold encrusted glassware, which they were putting on sale at a special price of 79 cents per unit.

Now, as everybody knows, there is gold encrusting and gold encrusting, and this firm wished to convince the people of Boston of the quality of the gold on this glassware. So they went to a firm of industrial chemists and had them analyze the gold on one of the goblets, and published the result in a panel in their advertisement, reading:

"We quote from a chemical analysis of Skinner, Sherman & Esselen, Inc.: 'The gold deposit on rim of this goblet submitted is 20.7 carat purity.'"

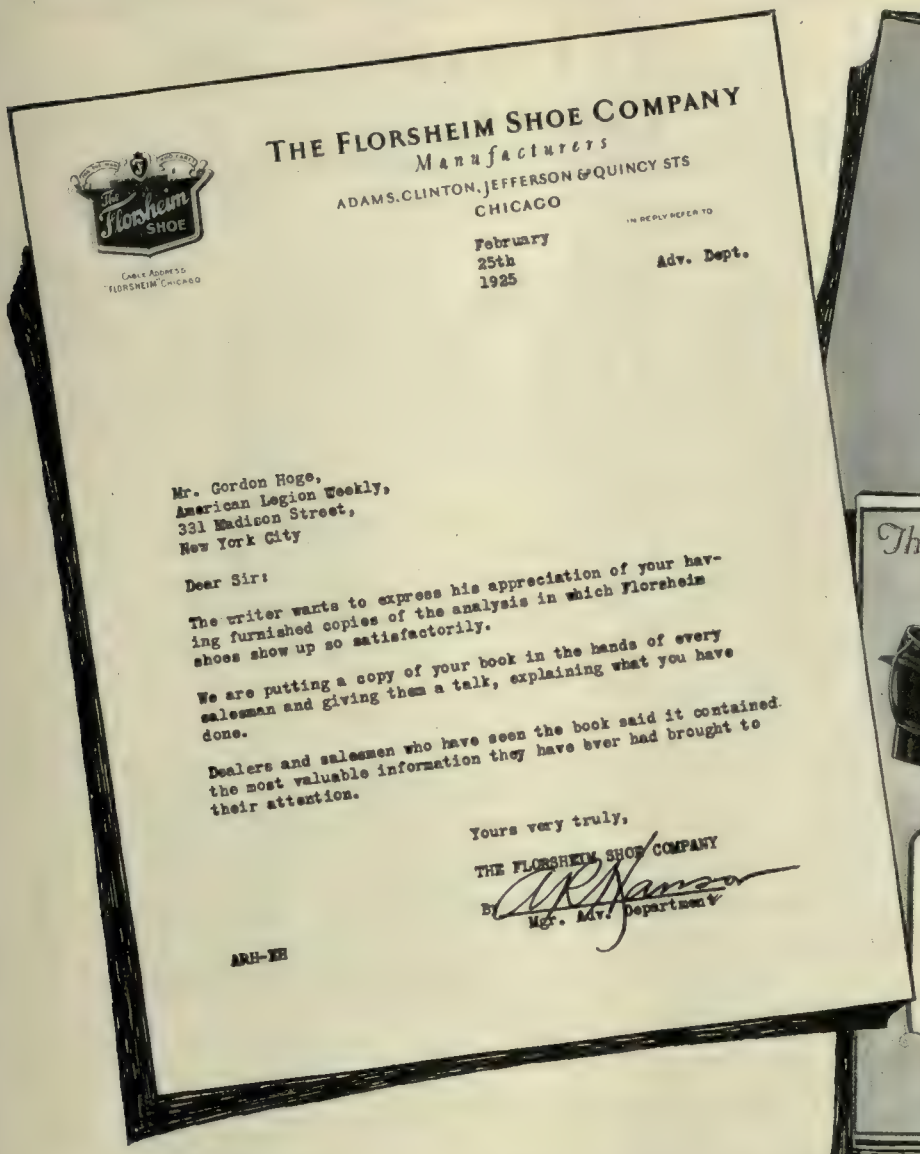
Does not such definite proof of quality make very convincing copy?

—8-pt—

The Advertising Council of the Chicago Association of Commerce is following out the Little Journey idea which the old Pilgrim Publicity Association used years ago so successfully.

The purpose of the Little Journeys is to acquaint the members of the club with the various industries and enterprises in their own community. For example, the Chicago Advertising Council visited the Montgomery Ward plant on Friday, May 1, and were served luncheon, after which the crowd was broken up into small groups and shown around through the great establishment.

It has always seemed to me that advertising men should have as broad an understanding as possible of industrial processes, of the machinery of distribution and of the conduct of business generally, and it would seem as though other clubs in other communities could profitably follow the Chicago example.



THE FLORSHEIM SHOE COMPANY
Manufacturers
ADAMS, CLINTON, JEFFERSON & QUINCY STS
CHICAGO

CABLE ADDRESS "FLORSHEIM" CHICAGO

IN REPLY REFER TO

February 25th 1925

Adv. Dept.

Mr. Gordon Hoge,
American Legion Weekly,
331 Madison Street,
New York City

Dear Sir:

The writer wants to express his appreciation of your having furnished copies of the analysis in which Florsheim shoes show up so satisfactorily.

We are putting a copy of your book in the hands of every salesman and giving them a talk, explaining what you have done.

Dealers and salesmen who have seen the book said it contained the most valuable information they have ever had brought to their attention.

Yours very truly,

THE FLORSHEIM SHOE COMPANY

By A R Hanson
Mgr. Adv. Department

ARH-EH

Are You Obtaining Dealer Cooperation?

86,112 Legionnaire dealers are pushing the sale of merchandise which is advertised in the columns of The AMERICAN LEGION Weekly.

Our readers are very loyal to their comrades who are dealers in their community, and they are loyal to advertisers in their Weekly.

we'll help you do it

The AMERICAN LEGION Weekly

331 Madison Avenue
New York, N. Y.

New England Representative
CARROLL J. SWAN

22 West Monroe Street
Chicago, Ill.

Pacific Coast Representatives
BLANCHARD-NICHOLS-COLEMAN

Winning National Distribution for a "Local" Product

[CONTINUED FROM PAGE 16]

we are able to satisfy ourselves most completely on the results of our campaign; but we have no doubt that it has helped us greatly, perhaps equally, in the older territories, too.

This much, then, suggests the background; it pictures what we had to build on when we undertook to advertise to a larger audience than the readers of trade papers.

One of the first things we had to do was to protect our product and identify it. Through all the years, our companies had been building up a reputation solidly grounded on sound workmanship, energetic methods, and fair dealing. But as long as our product was not identified, it was not easy for a semi-suspicious consumer to know that he was getting what he wanted and expected to pay for. So, more than a dozen years ago, we designed a trademark and found a way to apply it to the merchandise.

This was a step; but it did not go far enough. Relatively few consumers knew about us. The average person builds a house and requires woodwork only once or twice in a lifetime. There is no continual need to make him aware of the existence of our product. So our reputation existed almost wholly in the minds of dealers; but we felt our future would be safer and brighter if consumers shared a knowledge of us.

In our choice of advertising mediums we felt our way slowly. Looking back, we can see that up to the present there has been a consistent development towards *concentration and dominating space.*

At first we did not know exactly which consumers to talk to. Before undertaking to do anything, we analyzed sales and discovered that roughly 80 per cent of the business we already had was coming from towns with populations of five thousand or less. Therefore, it looked as if our field was essentially rural. That was why our first list included a long string of farm papers, with no general publications of more universal appeal.

In the course of time we took on one national agricultural paper and almost at once began to get a kind of result we had not anticipated. Inquiries came from cities of considerable size. We discovered an interest here that we really had not dared to hope for, and it gave us the idea that possibly we could broaden our market to include *both* city and country. The outcome was that we switched from our long list of farm papers to a smaller list of general publications. That was the first change.

In going after the city trade, however, we encountered resistance from an unexpected source. We had not changed our designs radically in nearly fifty years. They were acceptable to the farm and small town trade, but city builders would not look at them. Therefore, before we could make substantial progress, we had to submit the entire line to a firm of New York architects, who went over it and wherever necessary completely redesigned it in the best

ADVERTISEMENTS like that shown above appear in trade and architectural papers; in addition, double spreads are run in national publications. Dealers tie up with the Curtis campaign through the use of newspaper and outdoor advertising. Newspaper cuts are supplied by the service bureau upon request

here's advertiser acceptance!

The Plain Dealer has the BUYERS

of 1895 National advertisers using Cleveland newspapers, 965 use the Cleveland Plain Dealer *exclusively*

The Cleveland Plain Dealer maintains overwhelming leadership in national advertising among Cleveland newspapers. National advertisers are able students of markets and mediums. They know how best to not only *reach* the buyers but to *sell* them. Investigation, research, surveys, *results* all are contributing factors in determining the medium.

1586 advertisers out of a total of 1895 using *all* Cleveland newspapers use The Plain Dealer. Over 50% of the 1895 have established the fact that this newspaper *alone* does the job in Cleveland and Northern Ohio.

—and results confirm their good judgment.

"Cleveland's Three Million Market"—a book full of facts and figures about Northern Ohio and how to sell it, will be mailed to you upon receipt of a request on your business stationery. Address National Advertising Department.

The Cleveland Plain Dealer

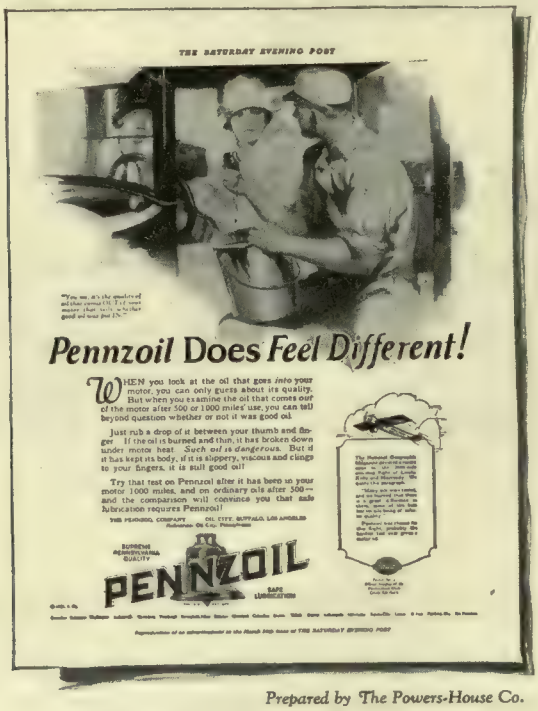
in Cleveland and Northern Ohio—ONE Medium ALONE—One Cost Will sell it

J. B. WOODWARD
110 E. 42nd St.,
New York

WOODWARD & KELLY
350 N. Mich. Ave., Chicago
Fine Arts Bldg., Detroit

R. J. BIDWELL CO.
Times Building
Los Angeles, Cal.

R. J. BIDWELL CO.
742 Market Street
San Francisco, Cal.



Prepared by The Powers-House Co.

"Baker," "Browning," "Hanna" and "Van Dorn" in Cleveland; "Pennzoil" in Oil City; "Jeffrey" in Columbus; "Hinde & Dauch" in Sandusky; "Deming" in Salem; and "Bessemer" in Grove City—these are names with a long record of successful management behind them.

All use Powers-House as their advertising counsel.

The

Powers-House

Advertising Co.

HANNA BLDG. Est. 1912 CLEVELAND

Marsh K. Powers, *President* — Frank E. House, Jr., *V. Pres. & Gen. Mgr.* — Gordon Rieley, *Secretary*

taste. Today, as the result of the new direction taken by our sales, the proportion of city business to total sales, instead of being only about 20 per cent, is nearer 40 per cent.

Our first radical change, then, was from a large special list to a much smaller general list. Lately we have concentrated still further in order to use dominating space. We are now using double-page spreads in publications of national circulation, hoping by this means to so increase consumer interest and dealer enthusiasm that our volume will still further increase and that we shall be able to turn to other publications with dominating space.

Our advertising problem, it may be guessed, has never been simple. There is no sentiment to speak of in a sash of a door, hence to talk about our product *as such* has never suggested great possibilities. To describe details of construction which differentiate our product would be to launch into merely technical matters that the average consumer would not comprehend, even though they concern him.

Therefore we have talked about the thing of which our product is *a part*—a subject in which there is no end of sentiment—namely, pride in the creation of a home. We have dwelt primarily on the idea of *better homes*, letting it follow that the owner will want better woodwork in his home. In carrying out this thought we not only had our architects redesign our products, but we also employed them to plan for us a large number of homes, the specifications and blueprints for which we have supplied ever since to dealers and builders as part of our service. This has been a central feature of our advertising and selling and has unquestionably resulted in a great deal of favorable attention.

NOW, as to the results of advertising. I have already suggested that in the older territories where we have been selling for years it is difficult to say with certainty what share of increase is to be attributed to advertising. We think advertising has helped positively and also to give us a standing we did not possess before. In the new territories entered since the start of advertising, however, particularly in the East, where we have had a satisfactory volume, there is no question of these results. We have drawn off charts showing statistically that the advertising has (1) reduced the percentage of total overhead applied to sales, (2) increased sales volume to the point of reducing prices and (3) *paid for itself*. Our product, then *can* be advertised.

I must say, however, that we do not expect *too much* from advertising. We fully appreciate that the strength of a marketing program lies not only in the advertising copy but also in the whole supporting structure. And we lay particular stress on two other features: on manufacturing efficiency, which tends to give consumers more value

at the same or less cost, and on most effective cooperation with dealers.

Although we do not attempt to go after business on a price basis, we are fairly confident that, quality for quality, we manufacture our goods as cheaply as anybody. We consider it distinctly a marketing obligation to continue to maintain that position and to share the benefits with customers. Quantity production of standardized goods, made possible by large quantity selling, is part of the foundation for this, and it is supplemented by energy in designing new machines and improved processes to cut costs.

The result from the customer's standpoint is seen vividly in a particular case. A certain article, a stair volute, which formerly was made to sell at retail for about $35, can now be sold profitably at about $12. This happens to be a particularly striking example, but other economies as far reaching in the aggregate could be cited in plenty.

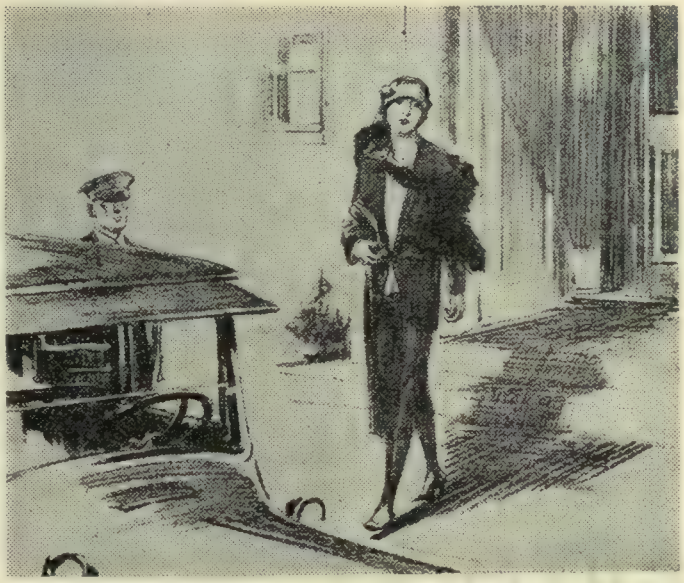
WE also have very definite ideas as to the responsibility and importance of the dealer in effective distribution. Our feeling is that the better he is equipped to stand on his own two feet, the better will be the job he can do for himself and for us. Within such limits as that fundamental thought allows, we aim to help him. Our service bureau is constantly employed on research into marketing plans and on the preparation of newspaper copy, booklets, follow-ups and the like, charged at cost.

We recently had a rather striking illustration of the way dealers respond. Twenty-six of them came to Clinton, *at their own expense*, from distances varying from 300 to 800 miles and one from a distance of 1200 miles, to see the plant and to sit in at our annual salesmen's conference. They were invited to attend every session, and did so, being silent listeners while we threshed out with our own men ways and means to go after *their* business and get more of it! I wonder how many sales conventions would progress favorably under such scrutiny? The point has now been reached where our dealers not only talk freely with us about their problems but also exchange information with one another on questions relating to the sale of our products, costs of doing business, turnover, and so on.

Insofar as our relations with the dealers have to do with advertising, we feel that our responsibility goes to a certain point—and *stops*. At that point the dealer must take up and carry on. Our thought on this was expressed informally in a recent discussion with a group of dealers as follows:

"Advertising is not expected to make the immediate sale. It is expected to give you an *opportunity* to sell goods. We do all we can in our advertising to build a market in your community for Curtis woodwork. There is just one way you can cash in on this—say 'Here is the place to get Curtis woodwork.' Sooner or later you must use the news-

N.B. This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of this suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.



Advising Mrs. Avondale

THE homes are large and the streets are wide and the lawns are well kept, out where Mrs. Avondale lives. There is leisure and comfort. There is also discriminating knowledge of fine wares and able services.

Very naturally, Mrs. Avondale takes an intelligent interest in the affairs of the day. And in the vital service of information, she insists upon the same standards of quality that she applies to other affairs of life.

Such a standard she has found in The Daily Enquirer.

Hence, when capable counsel is needed on modes or on menus, on entertainments or travel or investment, or any one of a thousand details of living, she turns with confidence to Enquirer advertising.

If you feel, Mr. Advertiser, that you have something of interest to offer Mrs. Avondale and other women of her type—buyers of the best—remember there are 2,219 residence buildings in Avondale, and that 2,636 Enquirers go out to them every morning!

The CINCINNATI ENQUIRER

"Goes to the home, stays in the home"

I. A. KLEIN
New York
Chicago

R. J. BIDWELL CO.
San Francisco
Los Angeles

For

Reader Faith

In

320,000

Selected

Families

Extension Magazine

ELLWOOD TANSEY
Advertising Manager
General Offices, 180 N. Wabash Ave.
Chicago, Illinois

papers along with this follow-up. How much of this you will use is for you to decide. When we come out with this double-page spread it is going to be entirely up to you whether you will say to the building public, 'I have the goods.'"

Behind all the rest, of course—behind the advertising, the manufacturing, the dealer cooperation—must exist fundamental policies that will stand the test of hard wear. A number of years ago we drew up some of our ideals in the form of a set of rules for the guidance of our advertising manager and recommended them to the observance of all departments. They are as follows:

1. We state facts.
2. We do not exaggerate.
3. We never refer to competitors or competition except very indirectly.
4. We must not claim "attained perfection."
5. We do not promote one commodity at the expense of any other.
6. We never do anything for one dealer that we would not willingly do for any dealer.
7. We never adopt a sales plan that will make it harder for the dealer to sell Curtis products, even though our own sales would be made easier.
8. We never make any undignified statement.
9. We never permit enthusiasm to make predictions and promises we cannot fulfill.
10. We have faith in ourselves, in our facilities, in our product, and do not hesitate to allow this faith to be reflected in our spoken or written communications to the trade and public, but we are careful to keep our self-praise within the bounds of truth and good taste.
11. We believe that our work as producers and distributors of a useful product is of just as real importance in the world as that of the banker or professional man. The fact that in the sight of the public the producer's position is one of lesser dignity is probably due to the producer's use of less dignified methods. It is our aim to put the millwork business, at least so far as the Curtis Companies are concerned, on a plane of equality with the best of the professions. Our attitude toward the public must have in it always recognition of the obligation we have assumed with our right to that high plane.
12. We realize that the buyer, dealer, contractor or consumer must be the final judge of our product and service. It is not sufficient to satisfy ourselves; we do not rest content until everyone—dealer, contractor, architect and owner—is satisfied. To have many pleased people handling our product is to have much good news of us abroad in the land and is the best kind of advertising.

Those, in a word, are the things we live by.

Jacob I. Friedman

Formerly city editor of the *Jewish Daily News*, has joined the organization of Keilson & Waxelbaum, Inc., Jewish newspaper representatives, as chief of their copy department.

It's Crass Impudence

to suggest that any advertising official, harried as he is by the many "Knights of the Briefcase," might actually *invite* a visitation—

—but, here and there, an advertiser or agency official who is seriously studying national farm papers from the proper angle of editorial plan and purpose may be sufficiently interested to want to see what one agency official said last week was

> *"the most unique and interesting presentation of an editorial program that I have ever seen."*

If, after a few minutes with it, you haven't increased your practical knowledge of the farm market through a better understanding of the average farm family, their activities and characteristics, their lives and their actual appearances, while getting a glimpse "backstage" of an editorial plan, then even our faith in the certainty of death and taxes is badly shaken.

Capper's Farmer

Published at Topeka, Kansas, by Arthur Capper

Advertising Headquarters
120 West 42nd Street, New York City

Branches in New York, Chicago, Cleveland, Detroit, Kansas City, St. Louis, San Francisco

---

GUY SCRIVNER, Adv. Mgr.,
Capper's Farmer,
120 W. 42nd St., New York City

I'd like to arrange a convenient time to see if I can get some practical help from looking through this unusual editorial analysis.

Name ..... *Company* .....

Address .....

Earn More Money *through* Business Writing

THOUSANDS of men and women have in them the latent ability to write good business copy and to earn good money doing it.

S. Roland Hall tells you how. He gives you the practical training needed to take advantage of the profitable opportunities in the business writing field. He gives you in this library the training necessary to qualify for such well-paying positions as correspondence supervisor, collection correspondent, sales letter-writer, house organ editor and publicity writer. He tells you how to write business stories and articles for magazines.

S. ROLAND HALL'S PRACTICAL Business Writing

Four volumes, 1272 pages, 5½ x 8, fully illustrated, library binding.

$1.00 in ten days and $2.00 monthly for five months.

These four meaty volumes tell you just what you need to know to turn your business writing ability into cash. They give you training for work in writing business letters of all kinds, business magazine articles, publicity matter, advertisements, surveys, reports, etc.

SENT ON APPROVAL
NO MONEY DOWN
SMALL MONTHLY PAYMENTS

These four books present in handy-sized volumes the material contained in Hall's Handbook of Business Correspondence and Hall's Business Writing.

McGRAW-HILL FREE EXAMINATION COUPON

McGRAW-HILL BOOK CO., INC.
370 Seventh Avenue, New York.

You may send me the S. ROLAND HALL PRACTICAL BUSINESS WRITING LIBRARY for ten days' free examination.

If the books are satisfactory, I will send $1.00 in ten days and $2 a month until your special price of $11.00 has been paid. If not wanted, I will write you for shipping instructions.

Signed .....

Address .....

Position .....

Company ..... A.F 5-6-25

In Sharper Focus

Pierre Boucheron

By Himself

THE first chapter begins in Paris, France, August 22, 1889, 11 a. m. Came to New York in time to see the returning Spanish-American war heroes triumphantly marching up Fifth Avenue. A perfect stranger (at the time) held me up high on his shoulders, so that I could see the boys and cheer in French.

The same p. s. later married my widowed mother. Such are the vagaries of Fate.

I did not write my first advertisement or book at the age of twelve. Instead, I saw most parts of the world in the small space of four years as an itinerant radio man. At the American occupation of Vera Cruz, in 1914, I noticed how easily Jack London wrote $1,000 worth between drinks at a small table outside of the Hotel Diligencias. That incident decided me upon a literary career. It did not work out that

way, so I compromised by showing Montgomery-Ward how to sell the farmer through simple English and the aid of the United States mails.

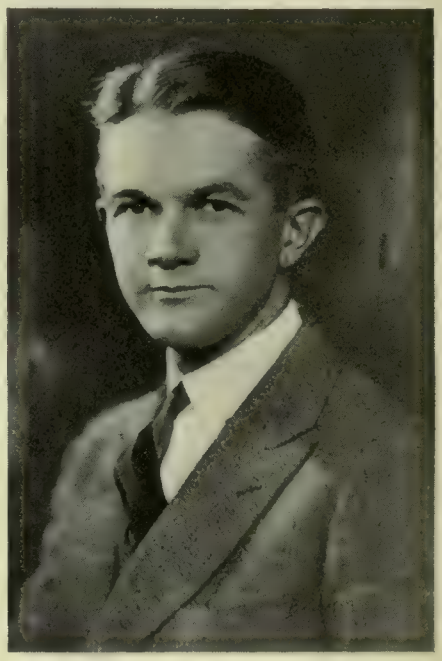
During the war, disguised as an ensign, I published the *Bow Wow Gazette* on board the U. S. S. "Aloha," and was later rewarded with a Victory Medal and a wife. After this I edited *Radio News* for a year or so, then answered a call from the Radio Corporation of America, whereby I became the first and original advertising manager for radio products and communications.

The newspapers have been so good to our industry, the broadcasters so generous, the public so enthusiastic and responsive, and my job made so easy, that I have so far been unable to distinguish myself in any signal way.

I hate golf, Pullman uppers, horseback riding and dotted lines.

Roy S. Durstine

A BIOGRAPHER with psycho-analytical leanings could probably trace Roy Durstine from his birthplace in the pink Dakota to a Penrod episode in a barn at Columbus, Ohio, in which the young impresario had got up a show. At this point the biographer would cry "There!"—for the subject would have cast himself for



the lead, would have discovered that by the substitution of one Herman from up the alley he could get a better effect, and would have retired from the spotlight to the prompt entrance, there to keep the production moving.

Whether such a controlling experience marks his history there is no evidence. But it would fit. For he is a producer, in all the senses of that word. He went through Lawrenceville. He went to Princeton, found its Triangle Club giving one thing after another, and left it a lively producing company. He thereupon watched the dramatic action of life from the wings as police reporter for the *Sun*—yes, the old *Sun*, which then retained its own best features. He then undertook advertising, with Calkins and Holden, and if you don't follow the analogy, just appreciate that the only difference between Charles Frohman and Earnest Elmo Calkins as producing directors is that Charles Frohman is not now living.

There follows a vague scene in the subject's scenario in which he is working in street-car advertising; from this he emerges as the agency Berrien-Durstine, and is to be found behind the scenery of such productions as the woman's suffrage campaign and the advertising of the United War Work drives.

By this time some of his methods crystallized into a book called "Making Advertisements," which every other agent wished he had written himself. In 1919 he founded a new agency with Bruce Barton and Alex Osborn. One day in 1920 he went to a meeting of the American Association of Advertising Agencies and was filled with surprise and admiration of the work of its directors. He is now a vice-president of that association, in constant fear of being hunted from the shadows of self-effacing contribution to its amenities.

He is a pretty good golfer; he would doubtless be a very good golfer if the thought of publicity in case of a championship didn't twitch his putter at a crucial green. In his professional work, however, which can be done best without noise, he is no shy recluse, nor dreamy visionary. He eats with a fork, like some others, but, unlike some others, he thinks with a knife.

He has taken a few cracks at the bunk and deadwood of business in some articles that are to appear pretty soon. *Nation's Business* has bought one, *System* two and *Liberty* four. He also has a date with Scribner's to get another book ready for publication this fall. As there is still a great deal of bunk to take out of business, there is every indication that he will be kept busy. In his spare time, though, he is apt to be found either at the theater or helping the local fire department in Hartsdale to put on a play.

A. O. Backert

President of the Penton Publishing Company of Cleveland, ex-president of the Associated Business Papers, Inc., died suddenly of heart disease on the evening of April 24. He had just returned to Cleveland after a month's vacation following an illness which had lasted several weeks. Mr. Backert had long been prominent in the publishing and foundry industries and had served for five years on the executive committee of the A. B. P. The funeral took place on the afternoon of April 27.

Phil W. Medley

Eastern field manager for Seth Seiders, Inc., and Mather & Company, affiliated organizations specializing in internal industrial advertising, has been promoted to the position of director of personnel for the home office district, Chicago.

Kenneth B. Roy

Has been appointed general advertising manager of the *El Dorado Daily News* of El Dorado, Ark.

Joseph Ewing

New York, has been appointed marketing counsel for William A. Rogers, Ltd., of Niagara Falls, N. Y., silverware; the Keystone Watch Case Company of Philadelphia; Gillinder & Sons, Inc., of Tacony, Pa., glass lighting fixtures; and La Resista Corset Company, Bridgeport, Conn.

Periodical Publishers' Association of America

Announce the removal of their offices on April 30 from 200 Fifth Avenue to 8 West 40th Street, New York City.

Year In and Year Out

NEEDLECRAFT MAGAZINE

upholds its reputation as the star sales producer among all small-town women's magazines.

Advertisers selling through stores, or direct, and who key their copy, always find Needlecraft at, or near, the top of the list when the returns are checked.

It produces *unusual* results because it is read with *unusual* interest by more than 1,000,000 *unusually* alert women.

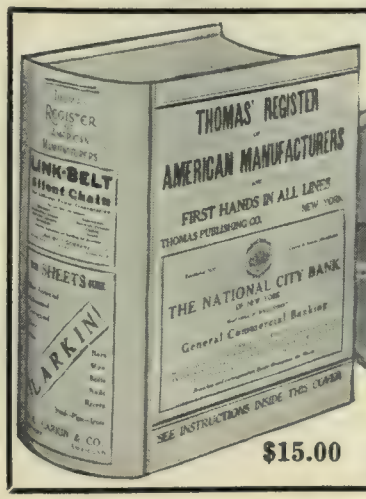
Robert B. Johnston
Advertising Manager
New York

JAMES A. ROBERTSON
Western Manager
Chicago

ELIOTT D. ODELL
Eastern Manager
New York

DORR & CORBETT
New England Representatives
Boston

Member A. B. C.



The one complete Buyers' Guide, 4300 pages, 9 x 12, aims to include all manufacturers, regardless of advertising patronage, but secures preferred attention for advertisers. The only one in the *"Paid" Circulation* class, the only *A.B.C. Member.*

THE BUYERS MASTER KEY
TO ALL AMERICAN SOURCES OF SUPPLY

Wanted, ordered, paid for and used by those important buyers in all lines which demand the best as a rule, they use it exclusively—substantial foreign circulation. More than 2000 advertisers—including many of the biggest manufacturers, financial institutions, etc.

$15.00

Thomas Publishing Company, 461 Eighth Ave., New York

more sales

Less than 16 months ago a Manufacturer came to me with a modest appropriation of $1,500 and a very urgent problem of quickly increasing sales while *reducing selling costs.*

Today that client is investing nearly $50,000 exclusively in direct-mail plans originating from this office. Where he had less than 25 jobbers, he now has nearly 500; where he had less than 100 dealers, his products are now sold in over 28,000 stores. A single direct-mail selling idea is bringing in 2,000 new dealer accounts each month.

How are these unusual results obtained? By taking only a *limited number* of clients and seeing that each gets my *personal attention.* I *personally prepare the Sales Plans* for each client; *personally write all the important copy*—and *all* sales copy is important these days of keen competition.

I can handle just one more account of a Manufacturer who wants to increase his sales and reduce his selling costs; who regards the job as important enough to justify the *personal attention* of a specialist, whose effective direct-mail work is being used by some of America's best known concerns and copied in some of the best advertising journals.

Outline your sales problem and I will offer some suggestions you can try out at moderate cost until you see results. No obligation.

EDWARD H. SCHULZE, Inc.

More Sales With Less Cost Thru Direct-Mail Advertising and Selling

37th Floor, Woolworth Building, New York

When Salesmen Lack the Necessary Confidence

[CONTINUED FROM PAGE 22]

one that kept putting the company on the defensive with the customers, was the looseness with which promises of delivery were made by the salesmen. They would promise that an order would be shipped such and such a day and then trust to good fortune that the production department would meet their schedule. On some of the line this was all right. There was always a plentiful supply in stock. But some of our items are not staples. They have to be routed through the production department on special schedules. Machines have to be set up to different gages and so on, and it does not pay to make these changes until enough work for a set of machines is in the house to make it profitable to both ourselves and the customer.

"These things had never been clearly explained to the salesmen. They knew that the items were in the catalog, but they were not familiar enough with the mechanical necessities to make their promises intelligently, and so that they could be kept. When the customer began to shout for his apparatus or parts, we tried as best we could to explain. The comeback invariably was, 'Why didn't we know something about this when we placed the order? The salesman never opened his mouth. We could have ordered elsewhere, or have substituted something else.'

"This matter, too, was settled without any undue difficulty. In the very next issue of our catalog it was carefully explained just how our factory functioned on what we called 'special orders.' Salesmen were taken through the factory, and the functions of the production department were made clear. Now when a salesman is confronted with a special order he knows just how to handle it. In the office, before the order is entered, a letter is written to the customer, stating definitely when delivery is to be made. No promise is made without the O. K. of the production department. There is a better spirit all around.

"Even these few changes have served to build confidence of the highest order—both among our customers and within our own sales ranks. We have taught our representatives to look upon themselves as part of the motive power of the company. Today we start green salesmen in the factory before we begin to instil in them the selling points about our merchandise. Their understanding of the product enables them to overcome objections and sales resistance skilfully. Knowing the painstaking care with which each part of our product is fabricated has given our salesmen a respect for and confidence in our goods that they never had in the old days. The efficacy of our plan is borne out by the satisfactory sales volume that is now enjoyed by the company.

"Another thing that has made for confidence on the part of our salesmen, a confidence that finds its reflection in the good feeling our customers now have for the company, is that of assuring the green salesman that every effort will be made to fit him in, before we finally decide to drop him. Whether we drop him or not, we explain, is in the final analysis up to him, not to us. We feel that we have made an investment in a man when he has been with us for as little as a week, and we do not feel we can afford to drop him without expending every effort to make him a producer. Under the old regime men were hired and let go to such an extent that the organization did not attract first class salesmen, and the customers and prospects were dizzy trying to keep up with the changes. It did not help inspire confidence.

"Today, if a salesman shows some degree of ability we transfer him to another locality if he finds it hard sledding where he is. We don't find fault. We take a man completely into our confidence, for we have learned that in that way we can get his. When there is no further doubt that a salesman is a failure so far as we are concerned, he knows it just as well as we do. He does not feel that he has a grievance when he is let out. Some of our best boosters are salesmen who proved out of place with us because they did not fit into the field. They would not feel that way if we had summarily fired them after a few weeks. On the other hand, some of the salesmen who are topnotchers in their territories were not even third raters in their original localities. Some fit in better in the big cities, others in the farming communities, and still others in small towns and suburban districts. It's part of a sales manager's job to thrash these things out for the good of himself and his organization, if he is to succeed.

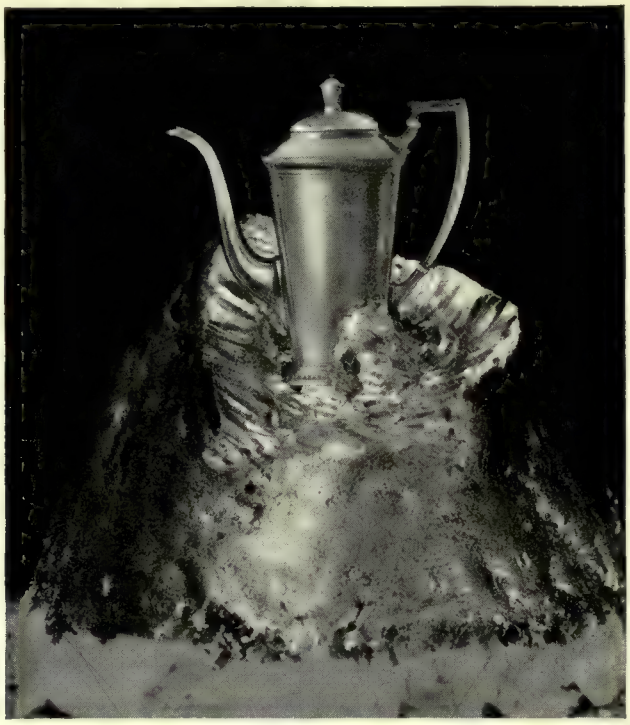
"Sell the organization to the men on the sales force, one hundred per cent, and there can then be no question of confidence on the part of the salesmen. The salesmen, too, will have no trouble in selling the company and its products to the prospects. Nothing is more contagious than enthusiasm. If the sales manager cannot instil confidence into his force, he has no right to expect of his salesmen the ability to inject that spirit into the customers."

THE officers and directors of the General Outdoor Advertising Company, Incorporated, cordially invite the members of the Associated Advertising Clubs of the World and their friends who will be present at the Houston Convention to visit their exhibition of Outdoor Advertising Art on view in the Municipal Auditorium from May 10th to 14th.

550 West 57th St.
New York City

General Outdoor Advertising Co.
INCORPORATED

Branch Offices
in 52 other cities



A Gorham photograph by Lejaren á Hiller

Photo-Engraving Extends Fifth Avenue Across the Continent

An Observation by James Wallen

FIFTH AVENUE connects with the Main Streets of thousands of towns and cities by means of photo-engravings of its luxurious wares.

Likewise photo-engraving has given the shops of Chicago's State Street, Boston's Boylston and Philadelphia's Chestnut Street, frontage on the great national highway of retailing.

The luxuries of the metropolitan centers of every state are carried to the dwellers in the smaller places and over broad acres thru catalogs, brochures and broadsides; richly and profusely illustrated.

The same exquisitely patterned silver that rests on the napery of the French embassy in Washington, graces the table of the ranch house nestling in the foothills of the Rockies.

The members of the American Photo-Engravers Association are vitally interested in helping you to enlarge your market. "Your Story in Picture Leaves Nothing Untold."

The Association booklet, "The Relighted Lamp of Paul Revere," may be had from your photo-engraver or from the general offices of the Association.

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

Copyright, 1925, American Photo-Engravers Association

An Experiment to Discourage Crime

[CONTINUED FROM PAGE 18]

The "CANT" strikes sharply. It is printed in large, bold faced capital italics and is heavily underlined in black. Even the apostrophe has been omitted to give it greater force and sharper appeal. The criminal is gambling at tremendously long odds—and the cards are stacked against him.

The last card of the series shows the last act of the life of crime just before the final curtain falls. It is powerful in itself, but doubly so when considered with regard to the series of which it is the finale. Four shadow silhouettes against a blank wall: the chaplain with open prayer book, the criminal, the electric chair; and in the rear of the procession the omnipresent, rugged figure of the policeman. No text, simply the poignant caption, "You *CANT* Win!"

The second series, which runs parallel with the first, constitutes the negative appeal where the criminal is concerned. It shows him how strong are the police and how weak he is by comparison, and has the further objects of breeding greater respect for and appreciation of the police in the minds of the people of New York, and of heightening the morale of these police through this very admiration and appreciation.

The keynote of this series is the caption "READY", and each card contains the slogan "*YOUR* New York Police." Here the policeman is shown in the vivid incidents of his daily routine; all the dramatic incidents which constitute his everyday life but which the public is only too prone to forget or overlook until something goes wrong. It shows him always alert, always ready to do his duty, whatever form that may take.

One card of each series runs simultaneously with one card of the other in alternate cars, each card being changed twice every month. Thus the campaign which started on April 1 will run for four and one half months. It may provoke many laughs from hardened criminals, near-criminals and even honest, self-respecting citizens. But what the reaction will be once the laughs have run out, once the deep underlying truths of the situation have struck home, is a matter for highly interesting conjecture.

O. S. Tyson & Company

New York, have moved into new offices at 16 East 41st Street.

E. M. Alexander

Formerly publisher of the *Daily Mirror*, and who has been connected with various other newspapers and periodicals, has been made vice-president of the *New York American* and a member of the executive council of the Hearst Corporations.

The Central Office

The main office of the American Wool and Cotton Reporter at 530 Atlantic Ave., Boston, is continually requested by mill agents, managers, superintendents and heads of departments, to hire men for them or recommend men to them or to keep these men themselves in mind for advancement in the textile industry. These men come to us for advice regarding manufacturing processes, merchandising and financing problems, etc.

In the textile industry, the American Wool and Cotton Reporter is looked upon as the strongest influence. It is the one textile trade paper that is regularly consulted by the industry in general.

The American Wool and Cotton Reporter has more actual subscribers in the textile industry of New England than any other two papers combined and about as many subscribers among the responsible purchasing heads in the New England and Southern textile states as any three textile papers combined. The American Wool and Cotton Reporter is the one textile paper that has the confidence of the entire industry.

The American Wool and Cotton Reporter is the only textile trade paper that doesn't give premiums to secure circulation.

Standard 7 x 10 Page **Established 1887**

Charter Member A. B. C.

American Wool and Cotton Reporter

BENNETT SERVICE

Recognized Organ of the Great Textile Manufacturing Industries of America
The Oldest Textile Paper of Continuous Publication in the United States
Largest Circulation of any Textile Publication in United States

530 Atlantic Avenue
Boston

518 Johnston Bldg.
Charlotte, N. C.

No screen
No line drawing
No etching

Printed from original—Direct line cut (poster style). Ben Day effects no extra charge.

Confidence!

We will make line cuts direct from halftone drawings or merchandise—no line drawing—in your special style of treatment to your entire satisfaction.

Backed by our guarantee of 34 years.

Field & Beattie

227 Fulton St.
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Send particulars

I am interested in Direct Line cuts. —without obligation.

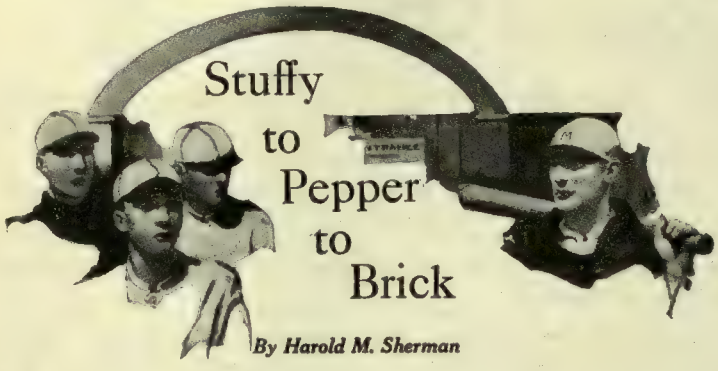
Attention of

Name.....

Address.....

City.....

Telling It to the Boy Scouts



Boys' Life Discovers an Author!

SOME months ago we published a sport story by Harold M. Sherman, an author who had never before written for Boys' Life. We expected it to prove popular but upon taking a census found that our readers by far considered it the outstanding feature of the issue.

Since then, Mr. Sherman's stories of athletics have been appearing seasonally. And now, with baseball on, a serial with a baseball plot is proving a tremendous attraction.

Boys' Life editors know what Boys' Life readers want. And Boys' Life readers also know what they want—in their reading matter and the goods that they use. They get both in Boys' Life, thru the editorial and advertising pages respectively.

BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

200 Fifth Ave. New York, N. Y. | Union Bank Bldg. Los Angeles, Cal. | 37 So. Wabash Ave. Chicago, Ill.

Put a Smile in Your Sales Letters—

Cram Cuts are lively little illustrations that forcefully illustrate your point and get good will at the same time.

Use them also in booklets, house organs, sales bulletins, etc. One dollar each, less in quantities.

Our proof sheets contain loads of good ideas. Get a set free from Dept. B 109.

***The* CRAM STUDIOS**

Muskegon, Michigan

For 15 years the leading best equipped business research organization.

Surveys and special investigations—dealer questionnaires anywhere in U. S. $1.50 per dealer, 75c consumer.

Industry researches on over 300 lines of business available at $150 and up.

Business Bourse

J. GEORGE FREDERICK, President

15 W. 37th St., New York, N. Y.

A. O. Backert

An Appreciation

By M. C. Robbins

FEW events in the course of a lifetime strike so deeply into the hearts of so wide and varied a group of sincere friends as did the sudden and tragic death of A. O. Backert, president, general manager and treasurer of the Penton Publishing Company, Cleveland, Ohio, on the evening of April 24.

My first acquaintance with him was made some twenty years ago, when we both lived in Chicago and represented an eastern publication. He was a typical Midwesterner—and proud of it. Sincere, unaffected, dynamic in his untiring energy, he inspired the admiration of his subordinates and the affection of his associates. His influence was long and keenly felt in the

A. O. Backert

iron and business paper fields, the fields to which he devoted the last nineteen years of his life, and to which he contributed so much of his energy.

The history of the Penton Publishing Company, since it was a struggling infant years ago, has been closely connected with the personal history of A. O. Backert; the Associated Business Papers, Inc., owes much of its present strength to his hearty and untiring cooperation; the Allied Metal Congress held in Milwaukee in 1918 was of his conception; his foreign tour in 1919 did much for the success of the Inter-Allied Foundrymen's Convention in Philadelphia, and for building up cooperation between the foundrymen's associations in this country and abroad.

"A. O." has made his mark in the business world, but far deeper is the mark which he has left in the hearts of his friends—a mark which time may dim but can never quite obliterate.

A message to the European and American delegates attending the 21st Convention of the Associated Advertising Clubs of the World held at Houston, Texas, May 9th-14th, 1925

THE TWO SYMBOLS OF SERVICE which have been outstanding during the past decade in the advancement of high ideals in the publishing and advertising world are those of the Associated Advertising Clubs of the World and the Audit Bureau of Circulations.

The mottoes of these two associations, indelibly and irrevocably imprinted on their banners are "Truth in Advertising" and "Truth in Circulation," and they have gone hand in hand.

Their combined influence has not only covered the North American Continent but is extending steadily throughout the entire civilized world and is encircling the globe.

Clubs affiliated with the A. A. C. of W. have been established in many lands. A. B. C. Associations have been organized or are in the process of formation in several European and other countries. In neither association is there a trace of selfish interest. We are giving to the world the benefit of our experience in the attainment of "Truth in Advertising" and "Truth in Circulation."

All we hope is that eventually there shall be established a world-wide federation of publishing and advertising interests under this banner of "Truth" that will not only be merely of commercial benefit, but will in the final analysis have a beneficial effect upon the welfare of the citizenship of the world at large.

The Houston Convention—made possible by the confidence of those participating in the London Convention—will no doubt send back to our friends across the seas a ringing assurance of co-operation in the attainment of this high ideal. In this the Audit Bureau of Circulations will be in hearty accord.

THE AUDIT BUREAU OF CIRCULATIONS
O. C. Harn, *President*
Stanley Clague, *Managing Director*

The Great American Family of K-C

Approximately one-third of the K-C family bread-winners carry Knights of Columbus insurance to the amount of $257,000,000.

To date the Knights of Columbus have paid $20,724,553.97 to beneficiaries and the figure for 1924 alone was $1,581,183.00.

Furthermore, because of excellent financial condition the Knights of Columbus have waived four insurance assessments during the past two years. This represents a saving to insured members of $1,100,706.40.

It is any wonder that the Great American Family of K-C is so loyal to the Knights of Columbus—and correspondingly to COLUMBIA, their own national monthly magazine?

COLUMBIA

The Largest Catholic Magazine in the World

A National Monthly Published, Printed and Circulated by the Knights of Columbus

Net Circulation **763,978** Member of A. B. C.

D. J. GILLESPIE, Adv. Director
25 West 43rd Street,
New York City

J. F. JENKINS, Western Manager
134 South La Salle Street,
Chicago, Ill.

EARL B. SHIELDS
Advertising

ANY of these clients will gladly tell you about our service:
A. H. Barber-Goodhue Company, Chicago
Brookshire Cheese Co., Plymouth, Wis.
Calumet Steel Company, Chicago
The Dexter Company, Fairfield, Iowa
Faber-Schneider Radiator Co., Chicago
J. E. Porter Corporation, Ottawa, Ill.
Thoma & Son, Inc., Fairfield, Iowa
The Tupman-Thurlow Co., Inc., New York

1623 HARRIS TRUST BLDG.
CHICAGO

GET THE 1925 RED BOOK

More than 6,000 names of wholesale grocers, semi-jobbers, and chain store operators in U. S. Financial size, branches, etc., designated.

$2.50 each, postpaid

Special prices on quantities.

THACKER GROCER DIRECTORY
Dept. AS, 33 W. Gay St., Columbus, Ohio

Program Semi-Annual Meeting A. N. A.

FOLLOWING will be found an outline of the program that has been prepared for the three-day session of the Association of National Advertisers to be held at the Edgewater Beach Hotel, Chicago, Ill., May 6, 7 and 8.

The morning session on Wednesday, May 6, opens at 11 a. m. E. D. Gibbs, of the National Cash Register Company, will speak on "How the Advertising Department of the National Cash Register Company Helps the Sales Department Get Business." The afternoon session will have as its theme "Strengthening the Chain of Distribution." Among the addresses and speakers listed are:

"How National Advertising Looks to the Man Behind the Counter"—Mr. Garver, Garver Brothers, Strasburg, Ohio.

"Looking Both Ways at National Advertising—A Jobber's Viewpoint"—J. M. Townley, Townley Metal and Hardware Company, Kansas City, Mo.

"Dealer Helps that Really Help"—J. W. McIver, Edison Lamp Works.

"Securing Dealer Cooperation for the Manufacturer's Advertising"—W. K. Towers, Paige-Detroit Motor Car Company.

"Getting Closer to the Dealer through Direct Mail from Branch Offices"—R. D. Baldwin, Simonds Saw & Steel Company.

A smoker will be held in the evening.

The morning session on Thursday, May 7, will be devoted to discussions of some noteworthy campaigns, by the men who directed them:

"The Log Cabin Syrup Campaign"—F. H. Camp, Log Cabin Products Company.

"Advertising a Bank and Its Service to the Public"—A. D. Welton, Continental and Commercial National Bank of Chicago.

"The International Home-Lighting Contest"—P. B. Zimmerman, National Lamp Works.

"The Gargoyle Mobiloil Campaign"—Eben Griffiths, Vacuum Oil Company.

"The 'Build-Without-a-Basement' Campaign"—W. S. Rowe, Estate Stove Co.

"Simplicity—the Keynote of Heinz Advertising"—H. M. Bourne, H. J. Heinz.

The afternoon session on Thursday will be given over to a discussion of getting the most out of the newspapers. Following is the program:

"How a National Advertiser Can Get the Most Out of Newspapers"—Speaker to be announced.

"Newspapers as the Backbone of the Life Savers Campaign"—M. B. Bates, Life Savers, Inc.

"A Frequently Overlooked Market—Your Own Home Town"—Carl Gazley, Yawman & Erbe Manufacturing Company.

"The ARMCO Town"—Bennett Chapple, American Rolling Mill Company.

"How to Community-ize Your Advertising"—E. M. Swasey, New York *American*.

The semi-annual dinner will be held Thursday evening, beginning at 7 o'clock.

The last meeting will be held Friday morning, May 8. On the program are the following addresses and speakers:

"How Six National Advertisers Cooperated to Set Up Sales Quotas"—E. R. Smith, Fuller Brush Company.

"Radio Advertising—Has It Come to Stay? Is It a Success? How Can It Best Be Used? What Should We Expect from It?"—A. C. Lang, Gold Dust Corporation; L. A. McQueen, B. F. Goodrich Rubber Company; One other radio speaker and by the entire meeting in open discussion.

"The Other Half of the Market"—Speaker to be announced.

"An Engineering Analysis of Advertising"—Glenn Muffley, Commercial Research Laboratories.

The Cleveland Press has the Largest Daily Circulation in Ohio!

During the six months ended March 31st, the average daily circulation of The Cleveland Press was

201,364

—a GAIN of 5325 copies over the Federal statement issued April 1, 1924, and a GAIN of 6549 copies over the statement issued just six months ago.

165,824

of this was
CITY CIRCULATION!

—a GAIN of 8315 copies over the Federal statement of April 1, 1924; and a GAIN of 8600 copies over the statement issued six months ago.

The total circulation of the daily Plain Dealer for this period was 191,170—a loss of 14,399 from its October, 1924, statement.

The total circulation of The News for this period was 163,842. The Press now has more CITY circulation than The News has total.

Any merchant or manufacturer selling a worthwhile service or product may address this great audience of Press readers with the confidence that, in so doing, he is getting the most possible out of this advertising dollar.

The Press
First in Cleveland
A Scripps-Howard Newspaper

Nationally represented by
ALLIED NEWSPAPERS, Inc.
52 Vanderbilt Ave., New York
Chicago Cleveland
Cincinnati San Francisco

VENEER manufacturers in 4,449 B. C. didn't do much advertising because most furniture manufacturers made their own.

Today, however, the furniture manufacturing industry buys and consumes millions of feet of veneers in a year. Practically every piece of furniture that has a beautifully figured surface of any size—is veneered.

That's why veneers, special inlays, overlays, decorative transfers and the like are advertised extensively in *The Furniture Manufacturer and Artisan.* An especially edited veneer section on tinted stock makes possible an advertising tie-up that produces noticeable results.

It's not hard to find a buyer for the special burl—but your real profit is tied up in regular run of stock. We're helping a good many veneer houses move such stock and increase their profit. Write for a copy of this publication and more information regarding it. You'll find it worth while.

The Furniture
Manufacturer & Artisan
GRAND RAPIDS, MICHIGAN
A. B. C. A. B. P.

Wise Advertisers

A. G. Spalding & Bros.
Garrod Shoe Company
J. B. Ford Company
Robertson Art Tile Company
Junior League Hotel
Grace Dodge Hotel
Furness Bermuda Line
Vulcan Gas Ranges (real name is Standard Gas Equipment Corp.)
Rumford Baking Powder
Quaker Puffed Rice
Albert Pick & Company
Paul Jones Gym Togs
Pediforme Shoes
Utica Sheets and Pillow Cases
U. S. Trust Company
Englander Beds
John Van Range Company
Man o' War Gym Clothes
Lion Bros. Company, Inc.
Duparquet Equipment
Kehoe Preserving
McCray Refrigerator
Onondaga Pottery Company
Davenport-Taylor Mfg. Co.
Ocean Bathing Suit Company
Bausch & Lomb
John Sexton Company
The Century Company
Isaac Pitman Company
Geo. S. Daugherty Company
Tropical Paint and Oil Co.
Farmers' Loan & Trust Co.
Foot Form Shoe Store
Weyhing Brothers

THEY USE

The
Womans Press
600 Lexington Ave.
New York

Contract Arrangements with Branch Managers

[CONTINUED FROM PAGE 19]

pany may withhold the payment of commission in whole or in part until the notes are paid.

Merchandise Not Paid for in Full—Said district manager agrees that his account shall be charged with the amount of his commission on the unpaid part of the purchase price of the company's product, or any note given therefor, previously given to him or credited to his account.

Merchandise Resold—Said district manager shall receive commission only where an amount in excess of one regular payment has been paid on any company product which is repossessed. If the district manager retains possession of and resells the said merchandise at the list price within six months from the date of sale, he shall receive his regular commission on the amount first paid when three regular payments have been received on the second sale, provided the company has not incurred any expense in making the product salable. If expense has been incurred by the company, said district manager shall receive commission only on the second sale.

Allowances—Said district manager agrees that the company shall have the right to fix the amount to be allowed on merchandise to be taken in exchange, and no commission will be paid on the amount so allowed. In all cases where, in the judgment of the company, an excessive allowance has been made, the company shall figure the commission on the money difference that would have been paid if the amount the company deems to be its regular allowance has been made, and will charge said district manager with the excess.

In connection with compensation, a credit balance is often provided for the protection of the company. For example, one company provides, as follows:

The company shall retain, from the commissions now due or that hereafter will become due said district manager, an actual credit of.....dollars ($.....), to be held as a deposit and security for good faith on said district manager's part and to protect the company against loss by reason of amounts charged back against said district manager's account. The balance, if any, remaining in the company's hands when said district manager's account is finally settled, and all possible credits and charges to said account shall have been made, shall be paid to him at that time. Said district manager agrees that the company may increase the amount of his actual credit balance, from time to time, as the business done by his agency justifies. Said district manager agrees that any such sum or sums that said company may advance to him from time to time shall be charged to his account; that all or any part of the commissions that may become due and payable to him may be applied by said company toward the payment of said account; and if, upon a final account stated, said accounts should disclose a balance due the company, said district manager agrees to pay same immediately.

3. *Undertakings Assumed by the Manager or Dealer*—By far the largest number of stipulations in the sales contract seem to be those representing undertakings by the manager. Such provisions cover the duties of the manager or dealer, the stipulations relative to his giving his complete time to the business, the keeping of records, the opening of a suitable place of business, the proper sort of display and advertising, the hiring of salesmen, the use of the company name, the filing of a bond, etc.

Most contracts with sales managers and dealers have some provisions relative to the efficient performance of duties; for example, here is one:

The manager agrees carefully and honestly to attend to said business and to do and perform all the duties essential to the right mangement of same as directed and advised by the company.

The contracts frequently provide that the dealer or manager shall devote his full time to the conduct of the business —for example, here are two provisions:

The manager agrees to give his entire attention to the duties assigned to him and to engage in no other business enterprise of any nature whatsoever during the full term of this contract without his first obtaining thereto the written consent of the party of the first part.

The manager agrees that during the term of his contract he will not be interested directly or indirectly in any other business that will occupy his time during business hours.

Frequently a proviso is contained that the manager shall not engage in a similar business after the cancellation of his contract. It is customary to have such prohibition run for a stipulated time, for example:

The manager agrees that he will not engage directly or indirectly for himself or as an employee for any other, in manufacturing, buying, selling or dealing in the company's products, for a period of *one* year after the termination of the agency herein created, without the written consent of the company, and the agreement shall not inure to the benefit of the company.

Safeguards are provided for the use

TELL IT TO SWEENEY!

retailer at-large

IN the opinion of many manufacturers, retailers—to paraphrase what somebody once said about women—are funny. For a more specific opinion, we can refer you to the salesmanager who defines a retailer as a guy too dumb to make a living any other way. And in some advertising agencies, he is represented by X; or occasionally thought of as the person who can understand the Harvard studies on stockturn.

Yet all of these folks are deeply interested in the retailer, the ultimate port of clearance all goods must pass before the manufacturer's dollar can go cash-registering home. How to sell the retailer; how to make him conscious of the manufacturer's advertising—these are burning questions that have led to the consideration of certain newspapers for their "dealer influence". It should be a relatively simple matter to pick such a medium, but it often isn't—because the folks who do the picking apparently do not understand the retailer very well.

* * *

LET us introduce Sweeney, New York retailer. He numbers about one hundred thousand in New York City. This number includes about 14,000 distributors of groceries (exclusive of 3,000 chain food stores) and about 3,000 drug stores. The New York grocer stocks more than a thousand items, and the druggist carries from six thousand to upwards of forty thousand items.

They make their living on about a fifth to a fourth of the items stocked, the rapid sellers. The majority of their stock moves slowly and brings little profit. And in almost every store is a proportion of from ten to thirty percent of goods in stock that is static—representing dealers' dollars that will never return; graveyard of merchandising hopes and plans; poorhouse of glowing promises, misdirected salesmanship, over-enthusiastic salesmanship; monuments to the dealer's mistakes, bad judgment, and poor guessing. These permanent purchases make the retailer realize that one dollar on the move is worth ten on the shelf. They also make him a hard prospect for a new product, and an ardent advocate of advertised goods.

* * *

WITH these few remarks, it is not hard to find out what newspaper in New York has the most dealer influence. Personally Sweeney the retailer may have a rabid interest in politics or baseball, may play the 'cello or chess or the ponies or the market or guessing games, may have an avid interest in column conductors or society scribes—and follow the journals which satisfy these atavistic appetites. But from a business standpoint, as an advertising medium, he is interested most *in the paper that most of his customers read*—and in New York that paper is THE NEWS.

After all, the only real dealer influence that really influences the dealer is consumer demand. The only paper that can have dealer influence is the paper that makes that demand. And by this time most New York retailers *know* that THE NEWS sells! A check of a hundred chain store managers a short time ago gave THE NEWS a preference of sixty-one; the next paper got twenty-three; and two others that are often picked because of their alleged dealer influence got less than ten apiece.

* * *

IF dealer acceptance is a sore spot in your New York distribution, Tell It to Sweeney, New York retailer, in THE NEWS! On its small pages, retailer and consumer alike can see your advertising without the aid of an index or checking bureau. With more than 850,000 circulation daily (96% city and suburbs) and more than 1,000,000 Sunday, there are enough News readers in every part of New York to make every retailer conscious of the demand that News advertising creates. No other paper in New York can bring such a volume of city-wide response and sales because no other paper has the volume of circulation and the comprehensive coverage! Its huge concentrated circulation, high visibility, and low rate make THE NEWS essential—and most economical in selling America's greatest market. Get the facts!

This is number twenty-three of the Sweeney series. The others will be sent on request.

March Averages

Daily—859,679

(*The largest daily circulation in America*)

Sunday—1,099,106

THE NEWS

New York's Picture Newspaper

25 Park Place, NEW YORK TRIBUNE TOWER, Chicago

First

In Competition for Attention

IN make-up the Radio Digest ranks FIRST of all Radio publications. Pick up any issue and you will find that every single advertisement is given equality of prominence.

Radio Digest recognizes its obligation to Subscribers and Advertisers and serves BOTH without partiality.

Circulation volume and advertising rates are the chief guides in preparing advertising schedules. On a basis of POWER-BY-THE-MONTH you will find that the Radio Digest offers a greater volume of power than that of all other Radio Magazines of known circulation COMBINED at an advertising rate 30 per cent less.

[*We will be glad to send detailed information*]

Radio Digest
PROGRAMS Illustrated
510 North Dearborn St.
CHICAGO
E. C. Rayner, Publisher

Our New York office under the direction of Wm. A. Thompson, functions very actively in helping Radio Advertisers and Agencies.

ELECTRICAL ANIMATED AND STILL

DISPLAYS for WINDOW, COUNTER, and EXHIBITS

Effective—Dignified
Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.
19 WEST 27th ST. NEW YORK

South American Newspapers, Inc.

Agents for advertisements in the leading dailies:
"EL DIARIO NACIONAL" of Bogota, Rep. of Colombia
"EL NUEVO TIEMPO" of Bogota, Rep. of Colombia

Each one reaches a market of not less than half a million consumers of American products.
These papers carry magazines, full page colored or daily strip comics, duly authorized by American copyrights owners.

80 SOUTH ST., NEW YORK, N.Y. Phone: John 1196

Shoe and Leather Reporter
Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actualy do the buying for these industries. In its 67th year. Published each Thursday; $6 yearly. Member ABP and ABC.

of the company's name; thus one sales contract provides:

The district manager is not authorized, and shall not under any circumstances. sign the company's name or endorse the same upon any draft, check, bill of exchange, note, lease of office or other obligation or instrument or in the acceptance of any order unless specifically authorized thereto in writing over the signature of the company's president and sealed with the company's seal. All leases for offices shall be signed by an officer of the company.

The dealer often agrees to maintain a place of business and a properly equipped, favorably located salesroom, and may be required to hold the company free of all responsibility for any charges connected with the place of business.

In connection with such place of business, the manager may be required conspicuously to display suitable signs in and on his building and windows, designating that he is handling the company's products, but so as not to annoy or injure the company or any other of its branch managers or dealers.

A series of provisions may usually be found relative to the company's products.

The district manager or dealer is required to keep a full line of the company's products and to have on hand an adequate stock of parts; to instruct each purchaser in regard to the proper use and care of the company's products.

That the company may be able accurately to gage production, the manager or dealer may be required to furnish a record of prospective requirements; for example, here is one provision:

In order that the company may determine the prospective requirements of its business and base its requirements thereon, the dealer or manager agrees that he will furnish the company, prior to December 31 of each year, with an estimate of the number of the company's products he will sell at retail for the various months of the ensuing year, designating likewise shipping requirements.

In order to protect the company in the case of termination of a contract with district manager or dealer, a stipulation is frequently inserted requiring the dealer or district manager to keep a list of probable purchasers and users.

Said manager (or dealer) agrees to keep a list of probable purchasers and also a list of users of company's products in his territory. Both lists shall show the name, business and address of the merchant, and the users' list shall show also the style and factory number of the product in use. Said manager or dealer agrees to keep both lists up to date by revising and adding to same from information obtained by his daily work in his territory. These lists shall be and remain the property of the company, and shall be delivered by said district manager or dealer, at any time, to an authorized representative of the company, on demand or

The only way to advertise "Quality"

An open letter to a manufacturer who seeks to place his business on a higher plane.

There was once a wise man who told a king that he had discovered a way of making gold out of sand. He explained the process which seemed quite easy, except for one thing. If during the operation the king once thought of the word Abracadabra, the charm was broken and the gold would not come. The king tried and tried to follow the directions, but he could not keep that word Abracadabra out of his mind, and so he never made the gold.

That word "quality" is one of the worst in the language. It means so much that it means nothing. It is so often used wrongly that it cannot be used rightly. The only way to convey the idea of quality in an advertisement is to leave the word out.

In the advertising of a business whose goods really possess quality, which are fine in workmanship and tasteful in design, the workmanship and the good taste must be put into the advertisements. And the word "advertisement" must be stretched to cover every single piece of printed matter that reaches the eye of the public—every label, price ticket, wrapper, package, carton, sign, delivery wagon or display rack. Each must possess and show the good taste, the quality that is in the goods.

It is not an easy thing to do. It is not a one-man job. It needs writers, artists, designers, typographers. It needs vision, imagination, taste, temperament—in short, an organization trained to seize upon the few things—they are always few—that will spell that word "quality" in every form of advertising, without ever breaking the charm by using the word itself.

CALKINS & HOLDEN, INC. 247 PARK AVENUE, NEW YORK CITY

FIRST

LEADERSHIP in Department Store, Furniture, Auto, Drug Store, Electric and Radio advertising are now the privilege of the Dispatch Herald. Still further evidence of the growing popularity of this newspaper which attained such unusual pre-eminence in such a short period of time.

THE DISPATCH-HERALD

CHAS. H. EDDY & COMPANY
National Advertising Representatives
New York Chicago Boston

Thirty Days of Oil in Each Issue!

THAT'S why the busy executive in the oil industry finds it worth his while and time to read Oil Trade every month. That's why your message in its pages reaches the right desk.

The
Oil Trade
Including Oil Trade Journal and Oil News
A. B. C. and A. B. P.
350 Madison Ave., New York
Chicago Tulsa Houston
Also Publisher of Fuel Oil and The Petroleum Register

at the termination of his agency contract.

Some companies keep very close check on the activities of their district managers by requiring daily reports of calls.

Said district manager (or dealer) agrees to send to the company on the form furnished by the company a list of all persons that shall have been called upon by him or his employees during the day in the interests of the business. Said list shall show each person's name, street address, city, and business, and, in brief, the object and results of said call.

Original Purchase Order of Company—The district manager (or dealer) agrees to transmit immediately to the company in each case the original order received from the purchaser, with all conditions or special agreements proposed to be made with such purchaser noted thereon.

A series of provisions are included in some district manager and dealer contracts with reference to the employment of salesmen. The following are illustrative:

The district manager (or dealer) agrees to employ such number of salesmen as the company may deem necessary for such territory, such salesmen to be and remain the employees, agents and representatives of the company.

The district manager (or dealer) agrees to make with each salesman employed by him a written contract of employment in form and substance satisfactory to the company, to be executed in triplicate, one copy to be lodged with the company.

The district manager (or dealer) agrees to prepare statements for and to make full settlement with each of his salesmen at least once a month, and then to pay all commissions due as well as the salesmen's shares of all commissions which have been advanced by the company; and to forward to the company copies of all such statements, duly acknowledged by the salesmen.

The district manager (or dealer) agrees to advise the company immediately upon employing new salesmen, and upon discharging salesmen, giving in each case of discharge the reasons therefor.

Provisions as to expenses will vary considerably from company to company. The preponderant practice appears to be to have the district manager or dealer bear all expenses arising from the operation of the agency, for example:

Said district manager (or dealer) shall pay his own expenses, it being understood that the company is not to pay any of said district manager's (or dealer's) traveling, office, or other expenses, for all of which he expressly agrees to contract in his own name, and under no circumstances to represent that the company is responsible for the same. Said district manager (or dealer) shall not sign the company's name to any lease, contract or agreement.

Even where the manager bears all expenses, a provision is sometimes made as to an equitable sharing of losses from bad debts.

A sizeable number of provisions in the district manager or dealer contracts bear upon the administration of his agency and principally cover collections, the keeping of accounts, the issuing of receipts, the establishing of a bond, etc.

Maintaining of Accounts—The district manager (or dealer) agrees to maintain the accounts and records of the agency in accordance with the company's "standard practice manual" furnished to branch offices, and to be responsible for the accuracy of said accounts and records, which shall be subject at all times to examination by the traveling auditors of the company; and, that in the event of discrepancy between the accounts of the agency and those of the company, the company's decision shall be final.

A provision is usually found calling for the safeguarding of records both as to contents and physical state, for example:

The party of the second part hereby agrees to keep in a safe place under lock and key all books, reports, lists, copies of leases, and other papers of a private nature, and allow no one to see these private papers except such persons as are authorized by the party of the first part to see them; and also agrees that leases and reports or the contents of leases and reports will not be divulged or shown to any one, except representatives of the party of the first part.

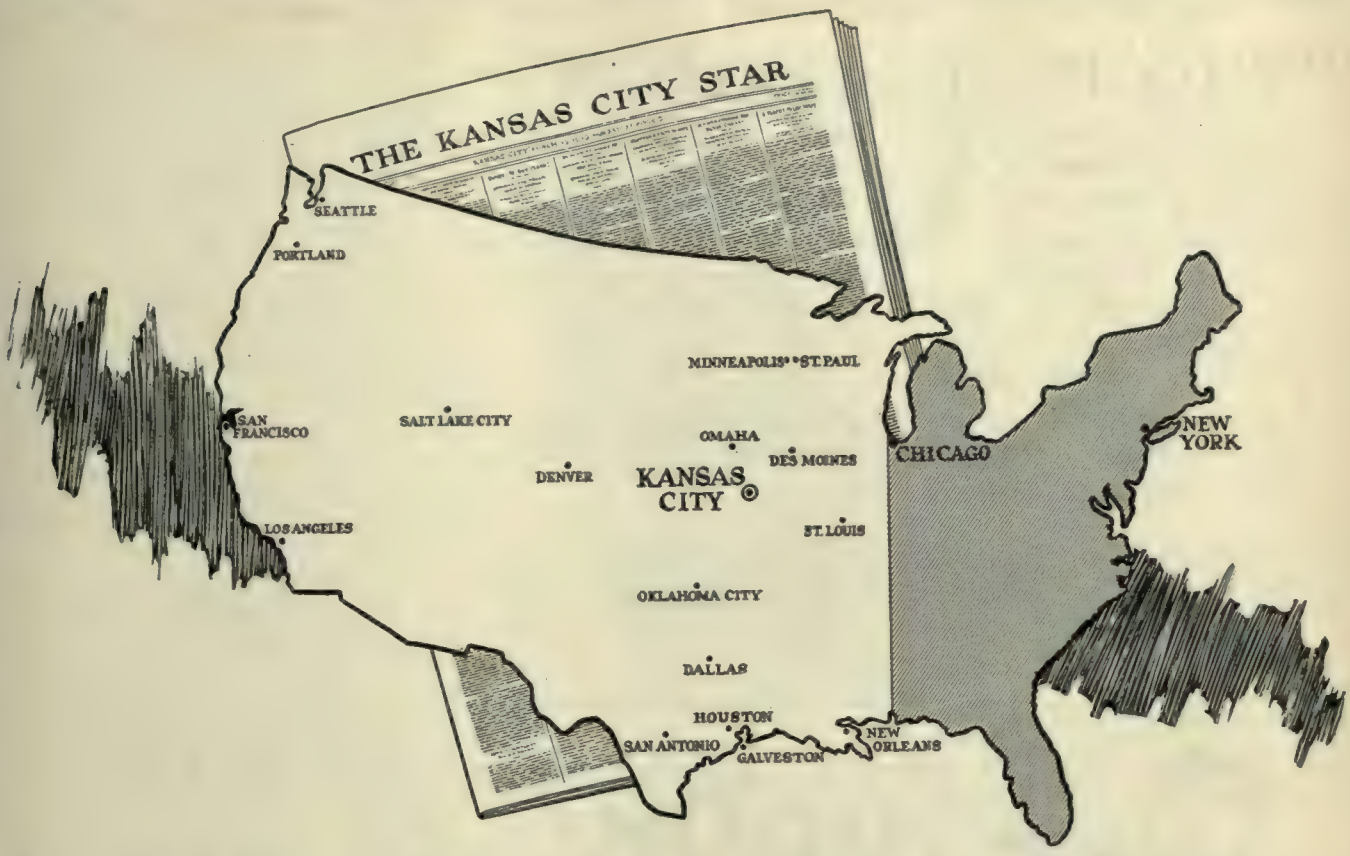
It is also provided that such records shall be the property of the company, surrenderable on demand.

That all correspondence, records, account books, and equipment in which the records are contained, all price lists, educational material, decision books, and all other articles or things relating to the business of the company, shall be and remain the property of the company, and shall be surrendered to it on demand, and in any event upon the termination of this agreement.

Collections and Remittances—The district manager (or dealer) agrees to make collections, and to require that all checks, drafts and other instruments taken in payment of money due the company be made payable to the order of the company; to deposit promptly to the credit of the company, with depositaries named by it, all cash, checks, drafts and other instruments received by him in payment of obligations due the company; to report the same daily to the company; and to forward daily to the company all instruments received that require the company's official signature to become collectible.

Filing of Bond—The district manager (or dealer) agrees to furnish to the company a fidelity bond acceptable to it in the sum of and conditioned upon the faithful performance of the district manager's duties in the territory, it being expressly agreed that this contract shall not be binding upon the company and accepted by it.

Workmen's Compensations Laws—Said district manager (or dealer) agrees, for the benefit of his salesmen



Largest Newspaper in ⅔ of the United States

DEALERS' NAMES in Seven States

The morning, evening, Sunday and Weekly editions of The Kansas City Star circulate in seven states. The research department has prepared books containing the names of the following classes of dealers in these seven states:

Number of Names.	
26,401	Grocery Stores
20,616	General Stores
7,272	Drug Stores
12,787	Automobile and Garages
8,893	Hardware Stores
4,739	Furniture Stores
7,594	Confectionery and Cigar Stores
5,237	Men's Clothing Stores
5,758	Dry Goods and Women's Clothing Stores
2,416	Electrical Stores
1,044	Music Stores

In no other territory does any newspaper offer as complete or as valuable assistance to sales managers and their representatives as is offered by The Kansas City Star.

THE Kansas City Star is the largest newspaper west of Chicago. Its morning circulation *alone* or its evening circulation *alone* is greater than the output of any other newspaper in two-thirds of the United States.

Its *combined* morning and evening circulation of 500,000 copies is *more than double* the output of any other newspaper in any other city in this same two-thirds area of the United States.

Think of it—more than twice the daily output of any newspaper in St. Louis, San Francisco or Los Angeles! More than three times the daily output of any newspaper in Minneapolis, St. Paul, Portland, Seattle, Denver or Milwaukee!

Kansas City is the only city in America where it is possible to tell a merchandising story to every family in that city by the use of ONE newspaper. No TWO newspapers in cities like New York, Chicago, Detroit, Pittsburgh and San Francisco cover those cities as thoroughly as The Star *alone* covers Kansas City.

On a basis of circulation The Star's advertising rate is the second lowest in the United States.

Kansas City is the advertiser's "try-out city."

Any representative of The Kansas City Star, either at its home office, or the New York or Chicago office, will be glad to advise with you on your sales plans and explain the value of The Star's merchandising services.

THE KANSAS CITY STAR

NEW YORK OFFICE: 15 E. 40th Street Telephone Vanderbilt 10172 CHICAGO OFFICE: 1418 Century Bldg. Telephone Wabash 3832

"WHO IS THIS FELLOW?"

He's a WELL-TO-DO MAN—It has been repeatedly claimed for THE ROTARIAN that its subscribers represent unusual purchasing power. Here is the proof:

Available income statistics indicate income of Rotarians as follows:

$ 5,000 or less	27%
5,000 to $10,000	43%
10,000 to 25,000	25%
25,000 and over	5%

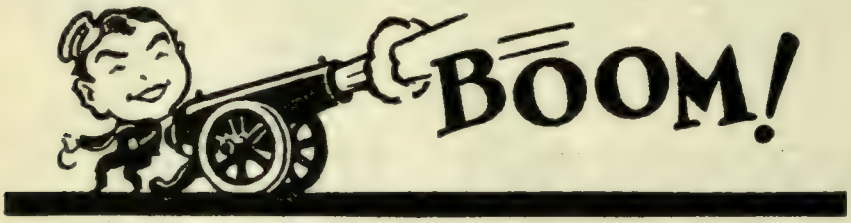
73% have incomes above $5,000 and only 27% below—just check these percentages against those on the average circulation list.

He's a fellow worth talking to.

Advertising Manager:
Frank R. Jennings
221 East 20th Street, Chicago

THE ROTARIAN
The Magazine of Service
Member Audit Bureau of Circulations

Eastern Representatives:
Constantine & Jackson
7 W. 16th St., New York



Interest of the whole country is now centered on the Mississippi Coast. In the past few months property values have rapidly increased. But before this recent development—in fact for generations—many people have appreciated the attractions and ideal climate of this section.

Manufacturers, you can sell to the property owners, the transients and those of long standing in this community, through the advertising columns of the Daily Herald.

The Daily Herald reaches them all.

THE DAILY HERALD

GULFPORT MISSISSIPPI BILOXI

Geo. W. Wilkes' Sons, Publishers

Something New in Clever Cuts

Hundreds of punchy illustrations for every advertising purpose—puts action in your message at little cost.

Send Now for Free PROOF-PORTFOLIO

Ideas galore for illustrating house organs, sales bulletins, booklets, etc. Worth sending for.

Clip and Hand This Ad to Your Stenographer for Action

NATIONAL AD-ART SYNDICATE
179 Asylum St. Hartford, Conn.

The Complete Book on **ENGRAVING AND PRINTING**

"COMMERCIAL ENGRAVING AND PRINTING" by Chas. W. Hackleman (second printing, revised) is a gold-mine of information for advertising men, artists, printers, salesmen and students. 850 *pgs., over* 1500 *illustrations,* 35 *related subjects.* Tells how to choose kind of art, process of reproduction, plates, paper, color, etc. Sent on approval. No advance payment.

Write for FREE prospectus showing sample pages, approval offer, payment plan, etc., etc.

Commercial Engraving Pub. Co., Dpt. RR. Indianapolis, Ind.

Bakers Weekly A.B.C.-A.B.P. New York City

NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.

Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

and other employees, to comply in all respects with the workmen's compensation law or laws, if such there be, of any State or States of which his territory may be a part; and to pay the premiums and other costs and expenses incident thereto.

4. *Undertakings Mutually Assumed*—Among such provisions may be cited the following:

1. *Decision in Force*—That all decisions in force, heretofore and hereafter made by the company and not embodied in the form of a branch manager contract, shall be considered a part of the agreement.

From time to time various problems come up for determination. It is well to set these down in some permanent form so that they will serve as a precedent for like situations. This obviates the danger of merely personal agreements.

2. *Order Binding*—That no order shall be binding on the company until formally accepted by it in writing at its executive office.

3. *Advances to Salesmen*—That in exceptional cases if the manager should deem it advisable to make any advances to a salesman until he is able to finance himself, the amount of such advance should be sufficient merely to enable the salesman to work his territory properly and in no event shall such advance exceed $..... without authority from the general sales manager.

4. *Method of Determining Net Profits*—Some definite procedure should be outlined for determining net profits where the branch manager or dealer is on a profit-sharing basis. For example, it is the practice of one company to determine net profits of an agency by deducting from all credits the expenses of operating the agency. These include: salaries and commission paid to salesmen; salaries paid to office help; rent; light and heat; telephone and telegraph; stationery, office supplies and postage; a depreciation of one per cent on the original cost of furniture and fixture equipment of the agency; and any amount advanced to the salesman in excess of the amount of commission earned by him.

5. *No Assignment*—That the rights and privileges granted in the contract are personal in character and cannot be transferred by the manager.

6. *Cancellation*—A contract should provide for some definite understanding as to the termination of the agreement; for example, one contract provides:

That either party hereto may cancel and terminate this agreement by giving to the other party thirty days' written notice thereof, to be delivered personally or by registered letter and deposited in the post office, directed to the last known address of the party to be affected by such notice, in which event such notice will be deemed effective from the date said registered letter is deposited in the post office; provided, however, that if the company shall believe that any of the provisions of this agreement have been violated by the manager, or that the manager has been

Wherever the HAND OF MAN has reached for oil —THERE

you will find news gatherers for the Oil & Gas Journal, digging up interesting and reliable information for its army of readers.

If there is an experienced oil man who is not a regular subscriber, he will go to the news-stand and say "I want the BIG YELLOW BOOK."

These news-stand customers include the field superintendent—the drilling contractor—men who move constantly from field to field—as well as the office executives.

They know the accuracy of the Oil & Gas Journal news and statistics that are gathered every week from every oil producing area of the world.

Such a diversified circulation is invaluable to advertisers because the recommendation of every informed oil man is a strong influence on the judgment of the purchasing agent.

The OIL & GAS JOURNAL

TULSA OKLAHOMA

The "Journal" is the accepted buyer's guide of the oil fraternity. It's the oldest, largest and highest priced Oil publication.

Here Is an Industry that Has Increased 60% in Five Years

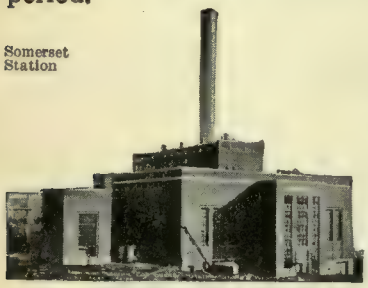
GOVERNMENT statistics show that public utilities developed approximately 24 billion kilowatt hours in 1919 and nearly 40 billion kilowatt hours in 1924, an increase of 60% in output of electrical energy in this part of the power plant field alone.

More significant than this expansion and proof of its sound economical basis, is the fact that there was a reduction of 34.5% in the coal used per unit of power, a saving of over 100 million tons in that period.

Marion Ind. Station

April 15, 1925, issue describes the additions to Marion, Ind., Station; tendencies in modern power plant design; electric power systems for auxiliaries; operation of electrical transmission systems; two new railway electric plants; high pressure and temperature piping; Federal Power Commission licenses and permits for 837,000 hp., etc.

Somerset Station



April 1, 1925, issue describes Somerset Station; preparation of pulverized coal; electrical converting apparatus operation; obtaining reduced voltage; electrical measurement of physical values; engineer's responsibility in fixing charges when selling electrical energy; Detroit Edison's $18,000,000 construction plans for 1925; 1924 record building activities; new idea in central station economics, etc.

Back of these figures is a splendid history of engineering achievement and careful expenditure of billions of dollars for machinery, equipment and supplies.

Over 4,500 central station men and 18,000 other power plant buyers subscribe to Power Plant Engineering for complete and authoritative information on power generation and distribution.

May we send you a copy?

POWER PLANT ENGINEERING

A.B.P. 537 S. Dearborn St., Chicago A.B.C.

Your story in PICTURE *leaves* NOTHING UNTOLD

DAY BY DAY we hear someone say, "But I can't illustrate my story. I sell a service, an idea, rather than a definite, packaged product."

The word "atmosphere" has been over-used. Nonetheless, the "fitness of things" does demand that the quality, the idea of any subject be fittingly clothed—and usually that added flavor is given by an engraving—even if that added touch is simply an initial.

GATCHEL & MANNING, INC.

C. A. STINSON, Pres.

Photo-Engravers

PHILADELPHIA

Gatchel & Manning Incorporated Photo Engravers

guilty of a breach of trust, the company shall have the right to cancel the agreement forthwith.

7. *Period for Making Claims*—That any and all claims under the contract shall be made by the manager (or dealer) within ..... months of the date of its expiration or cancellation, and failure on the part of the dealer or manager to make such claim within the time agreed upon shall constitute a waiver upon his part.

8. *Orders on Hand at Time of Cancellation*—One company provides for such orders as follows:

That after notice by or to the company of the termination of the agreement, and until such takes effect, the manager will be entitled to his share of the commissions credited to the agency upon sales credited to him, but not upon any sales made upon termination of the agreement: his interest ceasing at the termination of his employment.

Another company provides for such orders, as follows:

Upon termination of this agreement by cancellation or otherwise, the dealer shall turn over to the company all bona fide retail orders that he may have on hand unfilled, and also lists of any prospective purchasers within his knowledge, and the company shall not be liable in any manner whatsoever on account of the cancellation or termination of this agreement, even though the company or any new representative should complete any deals inaugurated by dealer.

9. *No Waiver*—That the failure of the company at any time to enforce any issue of the agreement shall in no way affect its right thereafter to require performance of the same by the manager: nor shall the waiver by the company of any breach of any provision hereof be taken or held to be a waiver of any succeeding breach of any such provision, or as a waiver of the provision itself.

10.—*No Oral Agreement*—That there are no oral agreements or understandings affecting the contract between parties not expressed in the contract.

11. *Warranties*—That no warranties or representations of company's contracts shall be made except as contained in the manufacturer's warranty and the printed literature of the company.

12. *Right to Change Boundaries or Territory*—It is mutually agreed that the company at any time may alter and change the boundaries of the territory covered by the agency contract.

13. *Law of Agreement*—The contract shall be construed according to the laws of..... It is therefore understood that the contract is a general selling agreement, intended for the use of the company wherever its products may be sold, and therefore if any of its provisions shall contravene, or be invalid under the laws of the particular jurisdiction where used, then it is agreed that such contravention or invalidity shall not invalidate the whole agreement but it shall be construed as if not containing the particular provision or provisions held to be invalid in the said jurisdiction and the rights and obligations of the parties shall be construed and enforced accordingly.

Ask any news-dealer
in Houston
which magazine
has the largest sale
on his stand

—

It's the magazine
that has the largest
news-stand sale in
your own home town—
and in all the world!

True Story

THE capitalization of the manufactured gas industry, with equipment and appliance companies included, is $4,000,000,000. This is a vast field for sales; it is covered 99.47% by Gas Age-Record. Write for an analysis showing how your product can be utilized in this industry.

Gas Age-Record
9 East 38th Street,
New York
A. B. C. A. B. P.

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

Gas Age-Record
"The Spokesman of the Gas Industry"

How to Advertise Equipment Abroad

[CONTINUED FROM PAGE 24]

Australia.—Australia is independent as regards its own advertising. There are several worthwhile mining, engineering and industrial papers which are extensively read throughout the Commonwealth and in which it pays to advertise. In shipping catalogs, and in fact, any printed matter to Australia, it is imperative to show the words, "Printed in Chicago, U. S. A." or equivalent. Australian import regulations are stringent, and if this notation does not appear on each and every piece of printed matter which enters the Customs, the shipment is liable to confiscation and the addressee to a fine.

Further, advertising matter such as house organs, is subject to an import duty amounting to 20 cents per pound in nearly all of the states. In New Zealand the tax has been taken off. Customs stamps may be secured from Australian consuls and consular agents in this country, and should always be affixed, as it creates a bad impression on the addresse in Australia to have to pay duty on advertising matter which in many cases is sent to him without his permission or request.

India.—There is one excellent engineering journal in Calcutta. We place the advertising in this direct, but proofs are submitted to our personal representative there in care of our agents. American catalogs are used and accepted as they are in Australia and New Zealand. In shipping to India, you will do well to get specific information from the Foreign Department at the Post Office. Parcel Post is assessed a "Transfer Charge" which is peculiar to India, and which means double postage, sometimes more.

China.—In China there are two distinct types of people and concerns to be reached: the foreigners, including American, British, German, French; and the native Chinese. Some of the latter have received their education in the United States, or have learned English in college at home, so that they and the foreign element read either the American technical papers on those published in London, Paris and elsewhere. The native Chinese firms, many of which are large and important, can be reached through influential daily papers published in different centers, such as Shanghai, Tientsin, Hankow, Canton and Hong Kong, and by direct-mail distribution of catalogs.

We have used papers printed in English, both weeklies and monthlies, in Shanghai, but have not found them useful for our highly specialized business.

Annual calendars are popular in China. Our agent prints about 100,000 of these per year. They are made as artistically as the ingenuity of the designer will permit. They are, of

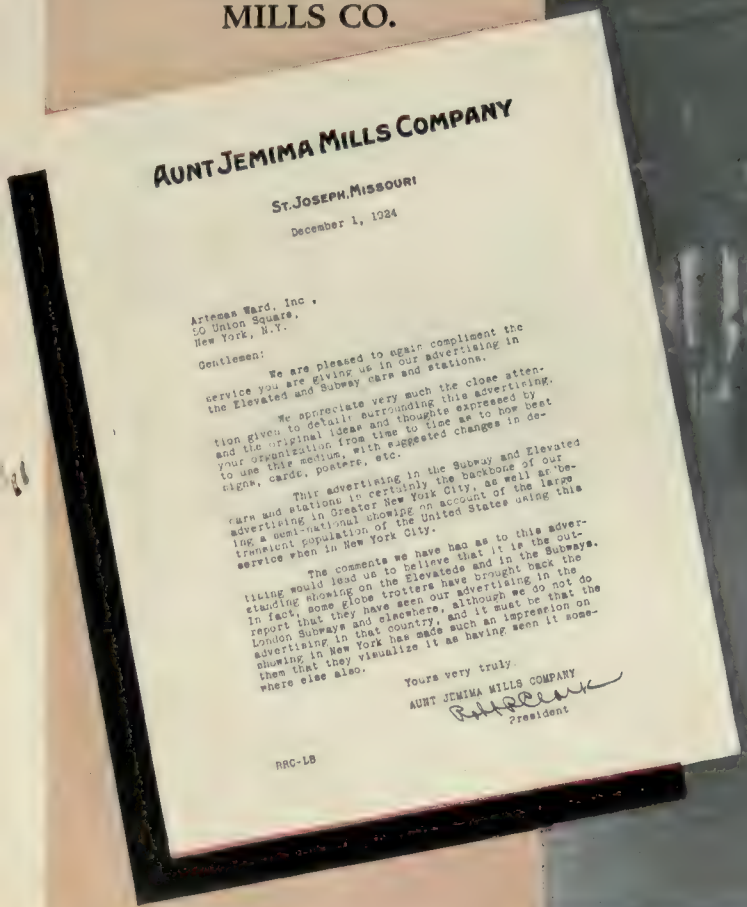
"The Backbone of our Advertising in New York---"

says

MR. ROBT. R. CLARK

President of the

AUNT JEMIMA MILLS CO.



AUNT JEMIMA MILLS COMPANY

ST. JOSEPH, MISSOURI

December 1, 1924

Artemas Ward, Inc.,
50 Union Square,
New York, N.Y.

Gentlemen:

We are pleased to again compliment the service you are giving us in our advertising in the Elevated and Subway cars and stations.

We appreciate very much the close attention given to detail surrounding this advertising, and the original idea and thoughts expressed by your organization from time to time as to how best to use this medium, with suggested changes in designs, cards, posters, etc.

This advertising in the Subway and Elevated cars and stations is certainly the backbone of our advertising in Greater New York City, as well as being a semi-national showing on account of the large transient population of the United States using this service when in New York City.

The comments we have had as to this advertising would lead us to believe that it is the outstanding showing on the Elevated and in the Subways. In fact, some globe trotters have brought back the report that they have seen our advertising in the London Subways and elsewhere, although we do not advertising in that country, and it must be that the showing in New York has made such an impression on them that they visualize it as having seen it somewhere else also.

Yours very truly,

AUNT JEMIMA MILLS COMPANY

President

RRC-LB

INTERBOROUGH SUBWAY & ELEVATED ADVERTISING

"Here—read that," said Cleaves, thrusting a letter into my hand.

I glanced over it hurriedly. It was from Palliser, the financial genius who fathered those big public service corporations operating in the middle west, far west, and south.

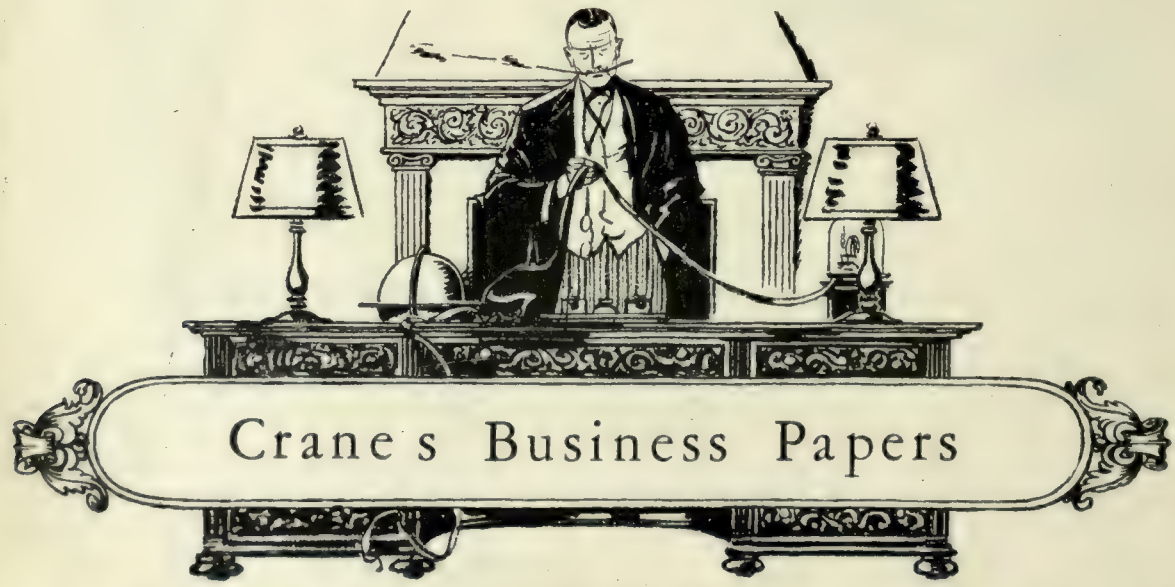
The paper was that thin, flimsy, unsubstantial sort which suggests a dirty typewriter and a faded purple ribbon. It looked like a letter from a concern offering to reblock your hat at twenty-five cents under the usual price. But there at the bottom stood the signature of one of the most powerful financial men in the country.

When I looked up Cleaves exploded.

"Wouldn't you think that such a house could spend a little more for its letter paper? There's a signature good for almost any amount of money. But it is written on about the cheapest paper that money can buy.

"I know how inconsistent this is, because I have been in old Palliser's private office. It has a Caen stone mantel, a Persian rug, a Circassian walnut desk, and a built-in humidor. The lettering and all the doors in the building were done in bronze by Tiffany.

"Everything about the place in the way of construction and decoration is designed to show that the house is sound, old, substantial—a good place to do business. And then they write their letters on stationery which says plainly, 'We are trying hard to make both ends meet!' There is only one paper which such a house should use for its business stationery —Crane's Bond"



CRANE & COMPANY, INC., DALTON, MASSACHUSETTS

course, distributed gratis to those who are supposed to be interested. There is so much demand for them, however, that many of them quickly find their way into the book stalls and are sold to the general public as works of art.

Japan—In Japan our sales organization is composite. Our direct agent is one of the huge industrial firms of Japan, ranking with the United States Steel Corporation in size and variety of interests. To handle the specific industries to which we sell there, they employ a smaller engineering firm with offices at the different appropriate centers, and lend them their backing and support. The Sullivan advertising is placed by this sub-agent. The third element is that of the American representatives and service staff, headed by one of our most able and experienced engineers, who acts in the capacity of technical advisor, and carries the title of Asiatic Manager. This man has lived abroad for the past fifteen years, first in Australia, later in Russia, and for eight years in Japan. We do not advertise in any publications in Japan printed in English, as Japanese engineers, or many of them, read and speak our language, and the American and British technical journals are well represented in that country.

South America—Our principal market in South America thus far has been confined to the West Coast, Chile and Peru in particular. There are no technical journals of great merit or value to us anywhere on the Continent. Some local newspapers are influential, but most of the technical reading matter comes from overseas. Our Santiago branch office and our agency in Lima carry some local advertising, but as I said elsewhere, a majority of the technical men on the West Coast are American or British, and read their home papers. Ecuador and Columbia are still relatively undeveloped, although they have some engineering schools of standing. Some of the enterprising would-be engineers subscribe to American correspondence school courses.

Direct Mail—We encourage agents and branch offices to keep us supplied with mailing lists which are up to date. In some territories the length of time needed to make changes makes it necessary to address to "The Manager" or "The Mechanical Superintendent" rather than to an individual, and yet the magazine seems to reach the interested party all right. In other territories we send a fixed quantity of each issue to be distributed by the local people. There is a large goodwill element here which we have found well worth while.

Have your catalogs translated into Spanish or French or Russian or Polish, but have it done by a competent translator. Then have the translation checked over by your own foreign engineers for technical terms and expressions, and have it put in such phraseology as to conform with the buying habits and thought of the people you are trying to sell there.

The Bell Telephone Laboratory in 1884. From an old wood engraving published in the "Scientific American"

Winning nature's secrets

Every day that passes records some new advance in the telephone art. Constant experiment and observation are winning new secrets of chemistry, of electricity and magnetism, and of matter. Nature's unseen quarry is yielding to the researches of the laboratory that exact scientific knowledge which is among the telephone engineer's most priceless resources. The workshop of the telephone engineer is a scientific laboratory. Here he studies and experiments with principles and laws of our physical environment and sets them to aid us in our daily lives.

Forty-nine years ago the telephone was born in a scientific laboratory—a very small laboratory, to be sure, as it numbered in its personnel none but Bell and his assistant. As the Bell System has grown that laboratory has grown, and as the laboratory has grown the telephone has grown in efficiency, in distance covered, in numbers, in perfection. Countless are the milestones marking progress in the telephone art that have come from the laboratory.

Today the laboratory numbers among its personnel 3000 employees, more than half of whom are skilled scientists and engineers. Headed by a vice-president of the American Telephone and Telegraph Company, it is known as the Bell Telephone Laboratories, Inc., and forms an indispensable department of the Bell System.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

BELL SYSTEM

One Policy, One System, Universal Service

A TAYLOR THERMOMETER ADVERTISES 24 HOURS EVERY DAY
Agents whose clients' products are in keeping with thermometer advertising recommend *Taylor* Outdoor or Indoor Advertising Thermometers. All year round publicity, because of universal human interest in temperature.
Write for catalog and quantity prices.

Taylor Brothers Company,
ROCHESTER, N. Y. N-38
(Division of Taylor Instrument Companies)

Topeka Daily Capital

The only Kansas daily with circulation thruout the state. Thoroughly covers Topeka, a midwest primary market. Gives real co-operation. An Arthur Capper publication.

Topeka, Kansas

MAGIC

IN the office of Mr. W. W. French, Advertising Manager, The Dodge Manufacturing Co., there hangs a little placard to the effect that advertising is not a magic wand but simply a means of telling many people quickly and economically the things you want them to know about your product or your service.

Would to goodness more buyers of advertising and more vendors thereof would keep this simple fact more constantly in mind! There would then be less disappointment and less wasted sums of advertising money.

But no, the buyer needs must find out, if possible, the best results ever obtained from a given medium and then, ofttimes, demand all that, and then some.

The vendor, aiming to please, rates up the best results he ever heard of and offers them, and more, to his prospect.

Thus, advertising is constantly getting into the wrong place and for the wrong purpose.

A magazine has but two things to sell: reader-interest and circulation.

These are as Siamese twins; and the one without an adequate amount of the other would be as dead and useless to the advertiser as one Siamese would be to the showman. The profit accrues only when the two are present and inseparably linked.

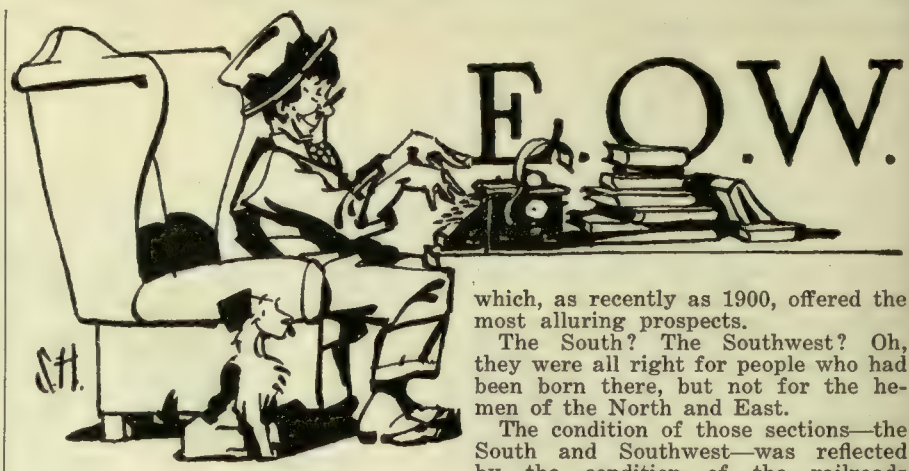
Circulation can be demonstrated statistically but reader-interest cannot. Here again, the good old *hoakum* will creep in if both vendor and "vendee" forget that advertising is not magic.

Both buyer and seller, each for his own ultimate best interests, should remember that a magazine can offer only circulation and reader-interest; and that its value as an advertising medium is a product of these two factors.

A. R. Mayer.

for
INDUSTRIAL POWER
440 So. Dearborn St.,
Chicago, Ill.

Industrial Power would gladly submit adequate evidence of its high value as an advertising medium, based on the factors of circulation and reader-interest.



Standardization

Even those members of the intelligentsia, whose lives are a never-ending protest against standardization, display a surprising similarity in the way they voice their protests.

At a highbrow luncheon, the other day, I noticed that nine men in ten who were present wore colored shirts with collars of the same color as the shirts. If, as I imagine is the case, this is one of the ways the intelligentsia has adopted to set themselves apart from the common herd, it falls short of success—for in their effort to get away from a style of dress "everybody" wears, they themselves dress very much alike. Standardization in the way of protest is really not very different from any other kind of standardization.

One of the Bright Spots?

Since life on this globe began has there been anything that can be compared with the fortunes which have been created through the manufacture of popular-priced motor cars?

Henry Ford is not the only man who has been made a multi-millionaire by that method. John and Horace Dodge did almost as well. Twenty years or so ago they were mechanics in Ford's factory. Both men are dead, but the business they established, only twelve or thirteen years ago, with money Ford paid them for their stock in the Ford Motor Car Company, was sold recently to a syndicate of New York bankers for $175,000,000!

The *New York Times*, in its account of the sale, says that the story of the growth of Dodge Brothers is "one of the bright spots of American industrial romance." One of the bright spots! Man alive, it is a conflagration!

"The Area of Prosperity"

One of the strangest of the many strange things which have happened in recent years is the change which has taken place in what might be called the "area of prosperity."

When the Civil War ended, and for more than a generation thereafter, Horace Greeley's advice "Go West, young man, go West!" held good. Men who chafed under the restraints and limitations of long-settled communities moved west and grew up with the country. They did not stop in Illinois or Iowa or Wisconsin. They went farther—to Montana, Washington, Oregon, California. These were the States which, as recently as 1900, offered the most alluring prospects.

The South? The Southwest? Oh, they were all right for people who had been born there, but not for the he-men of the North and East.

The condition of those sections—the South and Southwest—was reflected by the condition of the railroads which served them. Most of them—the railroads, I mean—were in, headed for or just emerging from receivership. Their stocks sold at low prices. Track, stations, equipment were in pretty bad shape.

The railroads of the West and Northwest were proud railroads. They were prosperous, in superb physical condition.

In the last ten years the South and Southwest have shaken off their lethargy and have become rich. Their railroads have likewise become rich. The market value of their securities has doubled and trebled and quadrupled.

The market value of the securities of the railroads of the West and Northwest has declined. It is less than that of the railroads of the South and Southwest. Ten years ago it was, perhaps, five times as great.

Who knows but that in another ten years all this may not be changed?

Meanwhile, the South and Southwest are "areas of prosperity."

A Crime! An Outrage!

A friend of mine, who ought to know better, is trying to get rich via the stock market route.

He has many, perhaps most, of the qualifications of a successful speculator, but he lacks one qualification which one should have to make money in the stock market, and that is an inexhaustible bank balance.

I ran across him a few weeks ago. "I've gone short on So-and-So," he said. "I had a hunch." That particular stock advanced ten points in the course of the following week. My friend, however, "covered" and got out "without losing much." Then, at the peak, he went "long." The stock dropped twenty points. Again he got out "without losing much." But, when I saw him a day or two ago, he was full of indignation at "those sons of guns of short sellers. There should be a law against short selling," he said. "It's a crime—an outrage!"

Art for Commerce Sake

An artist-friend of mine puts the case in about these words: Art cannot flourish, nor can artists live, in a society which is below or even close to the "sustenance-line." In the Middle Ages, the Church was the patron of art. Later, kings encouraged us—gave us commissions to paint and sculpture. Nowadays, we look to Business for our bread and butter. JAMOC.

Year	City	Attendance
1905	Chicago, Ill.	No record
1906	St. Louis, Mo.	200
1907	Cincinnati, O.	350
1908	Kansas City, Mo.	400
1909	Louisville, Ky.	300
1910	Omaha, Nebr.	754
1911	Boston, Mass.	2260
1912	Dallas, Tex.	2371
1913	Baltimore, Md.	1468
1914	Toronto, Canada	1877

The Greatest Advertising Convention of All

Attendance—Over 8000

From 1905 men interested in advertising and sales have gathered in convention and exchanged ideas. Haven't you often wished you could go before these conventions and tell them all about YOUR company?

Wouldn't you like to know each man by name who might be interested in what your company sells, where he hails from, and if he had the authority to buy?

Now wouldn't you go the limit to put your company over and increase your sales? Sure you would!

Whether or not you attend the Houston Convention, you can at any time in the year put your message before a convention under one cover of practically all of the national advertisers and their advertising personnel by using

The Standard Advertising Register

(Issued Annually in April)

This is PART of the information contained in THE REGISTER:

Lists over 8000 national advertisers

Tells where your prospects are located

When the appropriation or budget is made up

How the advertising is placed—direct or through an agency

If through an agency, the name of the agency

Where the agency is located

Gives the names of the executives of the national advertisers

Which one has the power to make the decision and sign on the dotted line

Different forms of advertising used

Names of about 300 new radio advertisers

Lists 3,500 trade names

Contains an index of business covered

The REGISTER, known nationally as the "Red Book," is cloth bound, 6 x 10, and contains nearly 800 pages. By consensus of opinion it is the most accurate and comprehensive compilation of advertising today. Send for it!

A Convention at Your Elbow for $25

NATIONAL REGISTER PUB. CO., Inc.

R. W. FERREL, *Mgr.*

15 Moore Street **New York City**

Year	City	Attendance
1915	Chicago, Ill.	4193
1916	Philadelphia, Pa.	5403
1917	St. Louis, Mo.	3734
1918	San Francisco, Cal.	1284
1919	New Orleans, La.	1758
1920	Indianapolis, Ind.	2813
1921	Atlanta, Ga.	2045
1922	Milwaukee, Wis.	2865
1923	Atlantic City, N. J.	2230
1924	London, England	4500

A trading zone of more than 300,000 population.

SOUTH BEND NEWS-TIMES

Daily and Sunday

Lorenzen & Thompson, Inc.

National Representatives

New York

Chicago San Francisco

PHOTOSTATS

for economic and effective

VISUALIZATION

of

Campaigns, layouts, suggestions, borders, illustrations, booklets, charts, diagrams, maps, sketches, reports, letters, books, checks, testimonials, lettering, blueprints, advance plans.

Try Us

We will be glad to have you try our photostat service. Our messenger will call for your order, and within three hours will return to your office with finished reproductions.

We give the same service to out-of-town customers. Three hours after the order is received it is on its way to you.

Call John 3697.

COMMERCE PHOTO-PRINT CORPORATION

80 Maiden Lane, New York City

Telephone: John 3697

Quicker and cheaper reproduction

Buying and Selling in Small City Store

[CONTINUED FROM PAGE 28]

kept in a "balanced" condition. Seldom or never is there too great a stock of this, that or the other on hand. *Per contra,* seldom or never do the sales people have to say to customers, "Sorry! But we are all out of that."

Now, how does the Caldwell Store sell?

It has, as I have said, an excellent location—the best in Washington. The building it occupies, while perhaps not so modern as that of some other small city department stores, is nevertheless well adapted for the purpose for which it is used. The "atmosphere" of the store is friendly. The sales force is, I imagine, at least as efficient as one will find in other retail estalishments. The stock is varied. Prices are reasonable. The store's reputation could hardly be better. The management is entirely competent. Every one of these factors is important. Yet all of them combined will not sell a million dollars worth of goods a year to the people of a community whose population is only about 25,000.

HOW, then, can sales, averaging $40 per capita, per annum, be made? Will advertising do it? If so, what kind of advertising? "Dignified" advertising, such as Altman's? "Believable" advertising, such as Wanamaker's? "Our-prices-are-always-lowest" advertising, such as Macy's? Or "Unprecedented Buying Opportunities" advertising, such as—never mind who?

I have studied the Caldwell Store's advertising with considerable care. It is good. It is more than good—it is excellent. It is, if I am a judge of such things—the natural expression of the spirit of the store—a recognition of the place the store occupies in the community it serves. The Caldwell Store, in its advertising, does not indulge in superlatives. The illustrations "fit." The text is readable. The general effect is all that can be desired.

The explanation of all this is to be found in Mr. Hastings' statement to me that the Caldwell Store's advertising is *planned.* Some time between the fifteenth and twentieth of each month a provisional schedule for the following month's advertising is prepared. On the first of the month, we'll say, housewares will be featured. On the second, spring coats, daytime frocks, wash goods, hats and women's shoes. On the third, silks. On the fourth, something else.

Department managers, knowing what is coming, prepare for it. They buy whatever is needed to fill out their lines. The sales people are posted. Windows are dressed. The advertising manager, too, knowing what is coming, prepares for it. He orders cuts of the articles which will be fea-

HOTEL EMPIRE

New York's newest and most beautifully furnished hotel—accomodating 1034 guests

Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET $2.50

ROOM WITH PRIVATE BATH $3.50

ALL OUTSIDE ROOMS

BOOT AND SHOE RECORDER

BOSTON

"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 13,423 copies weekly. (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

AJD

The Only "Denne" in Canadian Advertising

Canada may be "just over the border," but when advertising there you need a Canadian Agency thoroughly conversant with local conditions. Let us tell you why.

A·J·DENNE & Company Ltd.

Roford Bldg. TORONTO.

THE AMERICAN ARCHITECT

A. B. C. Est. 1876 A. B. P.

THE AMERICAN ARCHITECT SPECIFICATION MANUAL is the final tieup in a sales campaign to architects. It helps complete the sale by making it easier for the architect to specify products included in it.

Representation in the Manual is a free service rendered advertisers in THE AMERICAN ARCHITECT. *Full details sent on request*

243 West 39th St. New York

American Lumberman

Published in CHICAGO

Member A. B. C.

READ wherever Lumber is cut or sold.

Advertise Knit Goods

in the only two papers that cover the knitting industry completely.

UNDERWEAR & HOSIERY REVIEW

SWEATER NEWS & KNITTED OUTERWEAR

321 Broadway, New York

THE JEWELERS' CIRCULAR, New York, has for many years published more advertising than have seven other jewelry journals combined.

*"—and so does a good illustration."

Photography can be successfully reproduced in newsprint when properly planned and finished. It offers an entirely new type of campaign that stands out from the mass of newspaper copy.

Our experience in the preparation of four large newspaper campaigns within the past month should be of extraordinary benefit to advertisers who realize the possibilities of photography for newspaper illustration.

N.B.:—You undoubtedly know that the Hiller Studios are equipped to handle all types of illustration, including direct color photography.

LEJAREN à HILLER STUDIOS, Inc.
461 Eighth Avenue,
New York City

(Above is one of a series of illustrations made for the Certified Bread Company, through their agents, John O. Powers.)

Chickering 6373

Seems Incredible Mr. Smith!

"We want to take this opportunity to thank you for calling your medium to our attention, as it has proved to be an important part of our success in the advertising field. Four years ago when you persuaded me to take some space in the Magazine of Wall Street, I did so with a great deal of reluctance. Were it not for the fact that you believed enough in advertising yourself to purchase our calendars with your imprint on, you could never have sold us.

"The first four insertions brought us inquiries from worthwhile concerns all over the United States. In fact, our first year's business from your magazine could have amounted to $150,000.00 were we in a position to fill the orders. On the samples submitted, we closed in actual business, over $25,000 worth of orders from concerns in Washington, California, Georgia, Pennsylvania, Michigan, Colorado, Kentucky and Wisconsin. These orders ranged from $250.00 to $5,000.00.

"We have never inserted an advertisement in your publication that hasn't brought us good results, and, were we in a position to fill the orders, would run every issue with you."

—Just written to us by
G. W. SMITH, *President*
Telefo-Desk Pad Co., Chicago, Ill.

100% BUYING POWER IN

The MAGAZINE of WALL STREET

Member A. B. C.

42 BROADWAY NEW YORK

Western Industrial Representatives
A. G. CRANE ASSOCIATES
53 W. Jackson Blvd. Chicago, Ill.

DISPLAY advertising forms of Advertising and Selling Fortnightly close ten days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the May 20th issue must reach us not later than May 11th. Classified advertisements will be accepted up to Saturday, May 16th.

tured. He has plenty of time to write copy, to have his stuff put in type, to read proof, to make such changes as will increase the effectiveness of the advertising. He is not in the position of many a department store advertising manager, who at ten o'clock this morning goes to the "boss" and asks, "What'll we advertise tomorrow?"

The minimum space used by the Caldwell Store is four columns wide and half a column deep. Most of the advertisements are a column deep. Pages are used frequently. Only for the Anniversary Sale, which is an annual event, are the advertisements larger than a page. Then the Caldwell Store blossoms out with two-page announcements.

I HAPPENED to be in Washington at the time of the 1925 Anniversary Sale—the 65th Anniversary. The fact that it was the 65th Anniversary was stressed in all sorts of ways. Dresses were priced at $9.65 or $10.65 or $12.65. Two bottles or tubes or boxes of this, that or the other, usually sold for 50 cents each, were offered for 65 cents. Hundreds of men's shirts were sold for $1.65. Ties went for 65 cents. "65" was all over the store and in the windows. The "biggest cake ever baked in western Pennsylvania"—it weighed over 500 pounds—occupied a place of honor in the front window. Alongside it was a sign—"Next Wednesday, this cake will be cut. Come in and get your piece."

In addition to the Anniversary Sale—the biggest event, outside of Christmas, in the Caldwell year—the Caldwell Store has six other sales: a Clearance Sale in January, another in July and four Dollars Sales. For the Dollar Sales, as for the Anniversary Sale, special preparations are made. Goods which can be sold for a dollar are bought in large quantities.

Mr. Hastings is insistent that "quality counts." For which reason, he is opposed to the policy, followed by so many department stores, in small cities as well as large, of having too many "sales"—a "Challenge" Sale following a "Blue Tag" Sale and a "Midsummer" Sale following a "Pre-Inventory" Sale. That sort of thing, he believes, is like beating a drum continuously—it becomes a nuisance, eventually. But every retail establishment, he believes, should have at least two sales a year—one in January, and one in July, to dispose of goods which have not been sold at regular prices. "Don't carry over old stock," he says, "Get rid of it. Replace it with stock which is more salable. And when you have a sale, let it be a *sale*. See to it that the values you offer are attractive enough to make customers realize that at certain times of year, for certain reasons, their dollars will go further than at other times."

December is, of course, the biggest month in point of sales, in the Caldwell Store's year—at least 50 per cent more than any other month. But, largely because of the store's ability to control

Building in a city that is Building

HOUSTON, according to the last census, has the highest percentage of income tax returns per capita of any city in the United States. In addition, it has the highest percentage of incomes above $2,500 per year of any city in the United States.

Houston is a city of progress—a city of prosperity. It is a city whose people have the faith and energy to put their dreams into reality. It is a city that matched dollars with the government—millions of dollars—to build a port that daily sees ships from all the countries of the world.

Its railroad facilities spread out in gigantic network, covering the prolific inland areas of Texas and the mid-continent.

Houston is a city that builds.

The Post-Dispatch, serving this territory in an intensified manner, with the greatest home-delivered city circulation of any newspaper in Texas, is building too. It has just moved into one of the finest newspaper plants in the country. It has under construction a 22-story downtown office building, one of the five largest newspaper buildings in the United States.

The Post-Dispatch is keenly alive to the problems of Houston. It is recognized as the leader in civic and industrial progress here.

Advertising space in the Houston Post-Dispatch gets *more* attention in Houston.

Houston Post-Dispatch

S. C. BECKWITH SPECIAL AGENCY—*National Representatives*

NEW YORK
CHICAGO
ATLANTA

DETROIT
ST. LOUIS

KANSAS CITY
SAN FRANCISCO
LOS ANGELES

ARE YOU

The Man *for* This Position?

AGE between 25 and 35. A college education or equivalent. Should have a pleasing appearance and be of an equable disposition.

The experience of the man we seek should cover at least three years actual space selling experience on trade papers or general magazines.

A knowledge of advertising in all its branches is an essential qualification. An acquaintance among artists and art directors will prove of great service.

A man who is seeking compensation in keeping with his calibre and is willing to grow with the organization.

SELLING space on a publication in the advertising field. The demand for space and the available market indicate the possibilities of growth.

The position carries a salary of $75 to $100 per week plus a bonus. The accepted applicant will be given an opportunity to secure some profits of the organization through a bonus plan.

The territory is local. The prospects are pleasant and accessible. Write fully in care of Box No. 270, Advertising and Selling Fortnightly, your qualifications for this position. Include your age, whether or not married and state the publication on which you have worked. Your reply will be treated with confidence.

BUILDING AGE and The BUILDERS' JOURNAL

Subscribers have proven purchasing power of nearly two billion dollars yearly. Reaches contractors, builders, architects, etc., of known responsibility. Published monthly for 46 years. Member A. B. C. and A. B. P.

239 West 39th St., New York; First National Bank Building, Chicago; 320 Market St., San Francisco.

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays

THE JOHN IGELSTROEM COMPANY

Massillon, Ohio Good Salesmen Wanted

Artists

Artists producing live, original comic and semi-comic illustrations. Complete campaigns, series, and monthly service prepared for all mediums at a nominal cost. Sketches submitted for your approval.

Associated Advertising Artists, P. O. Box 1152, St. Joseph, Mo.

MOVING

Be sure to send both your old and your new address one week before date of issue with which the change is to take effect.

selling as well as buying, there is no such fluctuation in sales, as one might suppose would be the case. Those for the first quarter are about 20 per cent of the total sales for the year; second quarter, 21 per cent; third quarter, 19 per cent; fourth quarter, 40 per cent.

Expenditures for advertising are a little less than 3 per cent of annual sales.

The Caldwell Store is fortunate in that by using only two newspapers, it can cover thoroughly the communities it serves. These papers are the *Washington Observer*, a morning paper, and the *Washington Reporter*, published every week day evening. The *Observer* and *Reporter* are owned by the Observer Publishing Company and have a combined circulation of 16,000.

"Does Washington really need it?" That is the question which the management of the Caldwell Store asks itself, when the suggestion is made that a new department be established. And the fact that the answer, thus far, has been "No!" is as impressive evidence as can be given that the Caldwell Store, though it is the largest retail establishment in a city of 25,000, is first, last and all the time, a "good citizen." And that—to be a good citizen and a good neighbor—is all that can be asked of any man or any group of men.

[This is the last of three articles by Mr. Campbell on the Small City Department Store. The first installment appeared in the April 8 issue of the FORTNIGHTLY.]

"Fire and Water Engineering"

Journal of the fire protection and water supply fields, has passed under the control of Karl M. Mann and I. H. Case, who will act as president, and vice-president and general manager respectively. The editorial staff has been enlarged and new offices opened in the Pennsylvania Building, 225 West 34th Street, New York.

Crawford Publishing Company

Chicago, publisher of *Mill Supplies*, has purchased *The Mill Supply Salesman* which will be merged with the former publication in the June issue.

Ralph Miller

Formerly associated with the Campbell-Ewald Advertising Agency, has been appointed advertising manager of the *Oklahoma Farmer-Stockman* of Oklahoma City.

Bott Advertising Agency

Hos moved into larger quarters in the Home Insurance Building, Little Rock, Ark.

Matteson-Fogarty-Jordan Company, Inc.

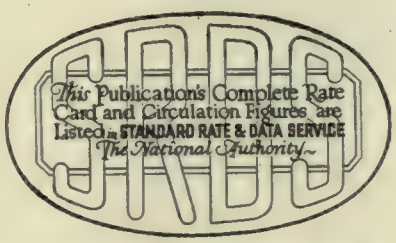
Has moved its offices to the Bell Building, 307 North Michigan Avenue, Chicago.

Louis R. Taylor

Has resigned as advertising manager of Wilson Brothers, Chicago, makers and importers of men's furnishings, to take effect June 1.

"We admit defeat. We thought we could get along without Standard Rate and Data Service—but we thought wrong. Register our subscription to take effect immediately and send us the current issue by return mail."

Arthur Towell,
Miller-Rendall-Towell
Advertising
Madison, Wisconsin



PUBLISHERS—This electro will be furnished to you free of charge. Use the symbol in your advertisments, direct-by-mail matter, letterheads, etc. It's a business-producing tie-up—links your promotional efforts with your listing in STANDARD RATE & DATA SERVICE.

STANDARD RATE & DATA SERVICE

536 LAKE SHORE DRIVE
CHICAGO

New York *San Francisco* *London*

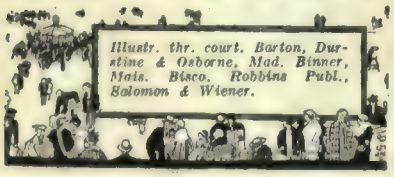
A New Yorker only a few months, *he* is already meeting with the appreciation of metropolitan art directors and other *who-is-who* people.

To any agency, art service or similar enterprise that does not believe in the *this-is-the-way-we-have-always-been-doing-it* school of art the accompanying illustrations should be of interest.

Fertile with original ideas and practical suggestions. Unquestioned ability to portray them. Individual and different—without getting away from the sales point. Unhampered by any particular art form or style.

Are you interested in ZERO?

Then please inquire about a permanent or free lance connection with him at Advertising and Selling Fortnightly, 9 E. 38th St., N. Y. C.



A.A.C. of W. Convention

[CONTINUED FROM PAGE 34]

"The Future of Poster Advertising"—Harry Crawford, president, Galveston Poster Service, Galveston.

"International Uniform Service in Poster Advertising"—E. Allen Frost, counsel, Poster Advertising Association, Chicago.

Wednesday, May 13—9 A.M.

Presiding—(To be announced).

"The Relation of Advertising to Distribution"—Warren L. Hoagland, chief, Specialties Division, Department of Commerce, Washington.

"The Choice of Media as a Means of Elimination of Waste in Distribution"—Richard F. O'Toole, chief, Latin American Division, Bureau of Foreign and Domestic Commerce, Washington.

"The Present Scope of Better Business Bureau Work"—Harry W. Riehl, manager, Better Business Bureau, St. Louis.

"What Poster Advertising Has Done for Our Product"—J. O. Cheek, president, Cheek-Neal Coffee Company, Nashville.

"Can the Church Use Poster Advertising?"—William N. Bayless, president, Tiffany-Bayless Company, Cleveland.

* * *

Photo-Engravers Association

E. W. Houser, Chicago, is chairman of the department and E. C. Miller, Chicago, is in charge of the program, which follows:

"The American Photo-Engravers Association's Contribution to Modern Advertising"—C. A. Stinson, president, Gatchel & Manning, Inc., Philadelphia.

"The Development of the Great Southwest through the Aid of Pictures"—J. J. Walden, president, Southwestern Engraving Company, Fort Worth.

"The Photo-Engraving Process" (illustrated)—Edward Epstean, Walker Engraving Company, New York.

"Pictures as an Aid to Distribution of the World's Goods"—O. F. Kwett, president, Northern Engraving Company, Canton, Ohio.

"Harnessing the Power of Pictures in Advertising"—Lou E. Holland.

"Your Story in Pictures Leaves Nothing Untold"—H. C. Campbell, president, Western Engraving and Colortype Company, Seattle.

Addresses will also be made by President Houser and by Louis Flader, Chicago, commissioner of the Photo-Engravers' department.

* * *

Agricultural Publishers Association

Three sessions devoted chiefly to business will be held. Marco Morrow, of the Capper Publications, Topeka, Kansas, president of the Association, will preside. Sessions beginning at 2:30 P. M. Tuesday, May 12, and 9:30 A. M. Thursday, May 14, will be devoted solely to business and routine matters. Program for session at 9:30 Wednesday, May 13, follows:

"A Tribute from Vigilance to the Agricultural Press"—Holland Hudson, special representative, National Vigilance Committee, New York.

"Some Recent Changes in the Rural and Small Town Market"—Paul T. Cherington, director of research, J. Walter Thompson Company, New York.

* * *

Theatre Program Publishers

Sessions will be presided over by E. E. Brugh, Chicago, president of the Association. The time of the meeting has not yet been decided. The program follows:

"Fundamentals of Advertising"—Mr. Brugh.

"Importance of Theatre Programs to the National Advertiser"—Ralph Trier, president, New York Theatre Program Corporation.

"Establishment of National Rate and Uniform Program as Aid to National Advertiser Using Theatre Programs"—D. R. Mills, president, Mills Advertising Company, Omaha.

* * *

International Trade and Pan-American Conference

Three sessions, Tuesday afternoon, Wednesday morning and Wednesday afternoon (at Galveston). Thursday afternoon a Trade Adviser Service will be held under the auspices of the conference. The Houston sessions will be held in the ballroom of the Rice Hotel.

Tuesday, May 12—2 P.M.

Presiding—W. G. Hildebrant.

Greetings—Lou E. Holland, Kansas City, president, Associated Advertising Clubs of the World.

"Economic Solution of Spanish America"—V. A. Belaunde, professor, Romance Languages, Rice Institute, Houston.

"The Immense Future Possibilities of Mexico as a World Market"—Arturo Elias, Consul General, Republic of Mexico, New York; official representative of the Mexican Government and personal representative of General Calles.

"Foreign Trade and Advertising in China"—K. P. Liu, University of Cincinnati, Cincinnati, Ohio.

A Message from L. S. Rowe, director general, Pan-American Union, Washington.

"Cuba as a Market"—Carlton Jackson, United States commercial attaché for Cuba, Havana.

Wednesday, May 13—9 A.M.

Presiding—Harry Tipper, Secretary, Chilton Class Journal Company, New York.

"Mexico as a Market"—Alexander V. Dye, United States commercial attaché for Mexico, Mexico City.

"Mexico Today and Tomorrow"—Eduardo Elizando, publisher, *El Universal*, Mexico City.

"Cuban Progress"—By an officially appointed representative from Cuba.

"How England Is Meeting the Present-Day Conditions in the Development of Her Overseas Trade"—H. W. Wayne, director, E. Harris & Company, Ltd., and Kenway, Ltd., London, England.

* * *

International Day at Galveston

Wednesday, May 13—3 P.M.

City Auditorium

Presiding—C. K. Woodbridge, president, Dictaphone Corporation and chairman General Program Committee.

Address of Welcome—Hon. Bayliss Harriss, Mayor of Galveston.

Address—George E. Roberts, vice-president, National City Bank, New York.

Address by delegate from South America—Name to be announced.

Address—Roy Miller, president, Intracoastal Canal Association, Houston.

* * *

Federation of Women's Advertising Clubs

Tuesday, May 12—2 P.M.

Theme—"The Advertising Woman's Part in World Progress."

Greetings—Lou E. Holland, president, Associated Advertising Clubs of the World.

"The Woman Proprietor Aiding World Progress"—Miss Leno Osborne, Oklahoma City.

"World Progress Needs Women of Confidence!"—Carl Hunt, manager, Associated Advertising Clubs.

"Advertising Responsibilities Assumed by Women in World Progress"—Mrs. Carolyn Trowbridge Radner-Lewis, Director of Publicity, H. R. Mallinson & Co., Inc., New York.

Business reports and election of officers.

* * *

Screen Advertisers Association

The association will be represented, and will hold exhibits. It will not hold a separate meeting.

Art Directors Club Makes Annual Awards

Awards for the prize winners in the fourth annual exhibition of advertising art, conducted by the Art Directors Club of New York, which opened at the Art Center on April 27 and will run through until May 14, have been made in the various groups as follows (names of advertiser, agency and artist in order):

PAINTINGS AND DRAWINGS IN COLOR:
Figure Section — Medal to International Silver Company; N. W. Ayer & Son; Walter Biggs. Honorable mentions: (1) Postum Cereal Company; Young & Rubicam; Pruett Carter. (2) Andrew Jergens Company; J. Walter Thompson Company; Job Carrol.
Still Life Section — Medal to Southern Cotton Oil Company; Calkins & Holden, Inc.; Rene Clarke. Honorable mentions: (1) Jell-O Company, Inc.; Dauchy Company; Guy Rowe. (2) Sun-Maid Raisin Growers Association; J. Walter Thompson Company; Henry Howard Maust.
Miscellaneous Section—Medal to Lincoln Motor Company; Critchfield & Company; Hadon Sundblom. Honorable mentions: (1) Chemical National Bank; Dorland Agency, Inc.; Edward A. Wilson. (2) Strathmore Paper Company; Federal Advertising Agency; C. P. Helck.
POSTERS AND CAR CARDS — Medal to Fleischmann Company; J. Walter Thompson Company; Norman Rockwell. Honorable mentions: (1) Liggett & Myers Tobacco Company; Newell-Emmett Company; Walter Whitehead.
BLACK AND WHITE ILLUSTRATIONS—Medal to Fioret, Inc.; N. W. Ayer & Son; Benito. Honorable mentions: (1) Dodge Brothers; George Harrison Phelps, Inc.; William Meade Prince. (2) Nordyke & Marmon Company; Homer McKee Company, Inc.; Hadon Sundblom.
PEN AND INK WORK — Medal to Erwin Wasey & Company; Frank Hoffman. Honorable mentions: (1) Liggett & Myers Company; Newell-Emmett Company; Ruskin Williams. (2) Jell-O Company, Inc.; Dauchy Company; Herbert Stoops. (3) Doran Publishing Company; Bertrand Zadig.
DECORATIVE DESIGN — Medal to Pinellas Country Club; Reginald Farr, Goesle-Roese Studio. Honorable mentions: (1) F. Schumacher & Company; J. Walter Thompson Company; Robert McQuinn. (2) Strathmore Paper Company; Federal Advertising Agency; Guido and Lawrence Rosa.
PHOTOGRAPHS—Medal to American Rolling Mill Company; George Batten Company, Inc.; H. W. Scandlin. Honorable mentions: (1) Fostoria Glass Company; N. W. Ayer & Son; Grancel Fitz. (2) Dobbs & Company; T. L. McCready; Alfred Cheney Johnson.
COMPLETE ADVERTISEMENT — Medal to Postum Cereal Company; Young & Rubicam; Arthur W. Munn, art director. Honorable mentions: (1) Black, Starr & Frost; Rene Clark. (2) U. S. Gypsum Company; Erwin, Wasey & Company, Gerald Page-Wood, art director.

Redfield, Fisher & Wallace, Inc.

New York, will direct advertising for the Pacent Electric Company, same city, and the Marsh-William Corporation, manufacturers of automotive products.

Harrie M. Krugler

Formerly eastern manager of *Needlecraft*, has been appointed assistant to the advertising director of *The Gentlewoman.*

Hal. T. Boulden Associates, Inc.

Of New York, representing group publications, announce the election of Don. F. Whittaker, formerly with the Peerless Motor Car Company, to the position of vice-president and secretary. He will be located at the New York office. Martin Anderson, who formerly covered the middle-west territory, has been placed in charge of the Chicago office.

Letters That Come In The Morning's Mail

F. J. ROSS
President
F. J. Ross Company, Inc.

"The Fortnightly is both practical and newsy. It has made a definite place for itself in a field steadily growing larger. I am sure that all who are identified with Advertising appreciate the benefits to that business contributed by the Fortnightly. May it grow in power and stature as one of the several constructive influences that are making advertising a better business to be in."

F. J. Ross

Advertising & Selling FORTNIGHTLY

PLAYGOERS who attend the theatre and also those who take in a show sooner or later (usually sooner) read and re-read

¶ *The Guild Programs at the new Guild and old Garrick—*

¶ *The Stagers' Program at the 52nd Street—*

¶ *And the Playbills at the Neighborhood, Greenwich Village and Provincetown.*

BUT if you live in New York—you know—If you don't, let us know before your next visit.

For reservations after June first address
C. P. Lathrop, Garrick Theatre
65 West 35th St., New York City

90,000 discriminating playgoers monthly

Mailing Lists

Will help you increase sales
Send for FREE catalog giving counts and prices on thousands of classified names of your best prospective customers—National, State and Local—Individuals, Professions, Business Concerns.
99% Guaranteed by refund of 5¢ each
ROSS-Gould Co. 484 N. 10th St. St. Louis

$63,393 from One Letter!

$63,393.00 worth of merchandise sold with a single one-page "form" letter at a total cost of less than $100.00. Send 25c. for a copy of **Postage Magazine** and an actual copy of this letter. If you sell, you need **Postage** which tells how to write Sales-Producing Letters, Folders, Booklets, House Magazines. Subscription $2 a year for 12 numbers full of selling ideas. Anything that can be sold can be sold by mail.
POSTAGE—18 East 18th St., NEW YORK, N.Y.

The Standard Advertising Register
is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.
National Register Publishing Co.
Incorporated
15 Moore St., New York City
R. W. Ferrel, Manager

National Miller
Established 1895
A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. paper in the field.
630 W. JACKSON BLVD., CHICAGO

Quality Circulation from Publisher's Office

[CONTINUED FROM PAGE 17]

their prime luxury. Other luxuries are the cheaper radios, pianos, phonographs, the movies, the best seller novels, the mass magazines. For general merchandise, they are the great market.

But above a certain point, their expenditures sharply stop. Their top limit, let us say, is the $1,500 car. The Rolls, the Ampico, the Estey, the Cartier jewel, the Revillon wrap, the Belmaison furniture, the landscape garden, the Veuve Clicquot 1911 will never be theirs. Never will they have that much money to squander in a lump, unless father strikes oil.

Even if father strikes oil, the means may be available, but the taste is lacking. Who has not observed the congressman's wife to whom money has come too late and who aims to do her own cooking when she reaches Washington? What good to the advertiser were the millions of Hetty Green? Such people do not lightly break the habit of a lifetime of saving. The younger generation may come to regard father's bankroll as less than the dust beneath their chariot wheels, but the old folks only too often remain a mass family, with a mass family's standards of living and expenditure, all their days.

Magic carpet again, please, genie. To Harvard Square, Cambridge. Your arm, please, Mr. Bates, along Brattle Street to the home of—let us call them Miss Abby and Miss Eulalia.

It is an old house in a town where "old" is an adjective of compliment. Its lines are out of true, its paint faded. Its living room is mellow, shabby, still. There are Copley portraits of ancestors on its walls. There is a square Broadwood piano, very thin and silvery in tone. Miss Abby and Miss Eulalia give us tea. There are frail old silver teaspoons and Nankin china cups brought back in clipper ships seventy years ago. The tea is excellent, the bread-and-butter very thin, the pot of jam very tiny. Three lumps of sugar would be considered vulgarly greedy.

Miss Abby and Miss Eulalia, gentlewomen of an elder day, dressed without regard to the mode, converse charmingly. They are aware of the foreign situation and far better acquainted with politics than I. They have a season ticket to the Boston Symphony and regret Koussevitsky's tendency toward modernist music. They relate with great pride how their nephew is doing at college; actually his English instructor gave him not merely an A on a certain theme, but A double plus! An allusion to New York is treated with a shade of reserve, as if the visitor had verged upon an indelicacy.

Money is never mentioned in this house. But all too plainly there has been nothing new in it for many years. I am sure that Miss Eulalia has the flour-sacks washed and hems them into dish-towels with delicate little stitches.

A family of quality, this; of intellectual quality. The Atlantic Monthly and the Boston Transcript have come into this house regularly since before I was born.

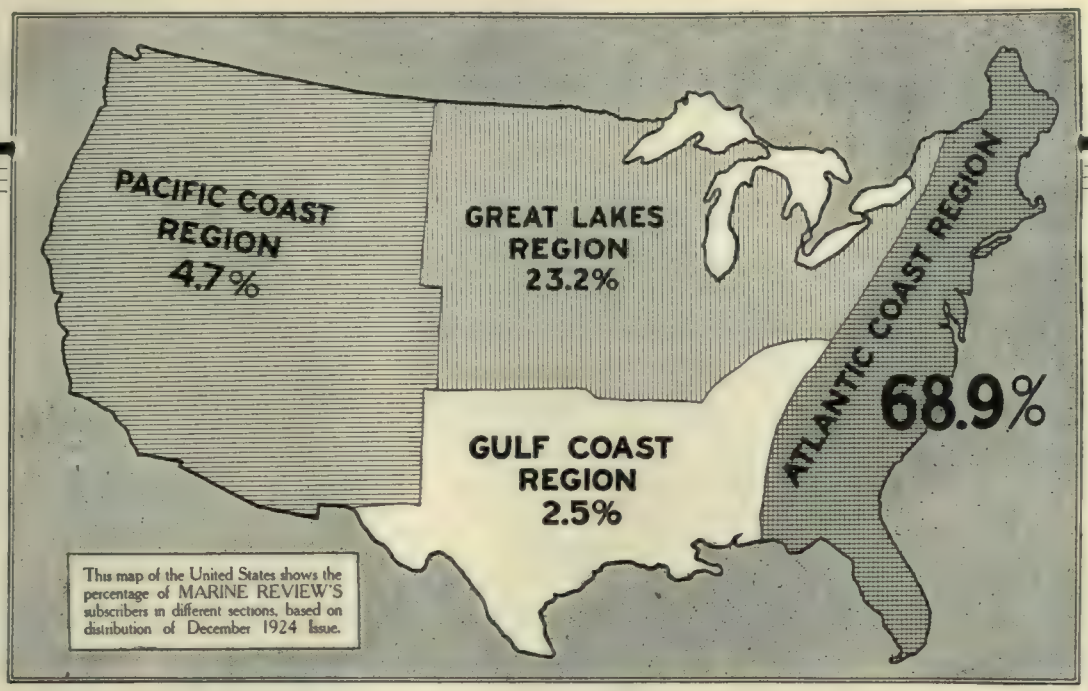
....All right, all right, Nelson Peabody, keep your seat! Next Fortnightly, maybe you can bang me on the head with some Third Avenue cloak model who reads Vogue, and all I can say is "Bully for her! I hope she dresses her way into the Follies and finds somebody to support her in a style to which she hasn't been accustomed!" But this week I'm talking. And you know I read your nice brown Atlantic myself!

Again, step this family up into a circulation.

There are not very many of them. The men of the learned professions—doctors, lawyers, clergymen, teachers—belong in this group. Think of them in the mass and you think of quiet dignified streets in University towns and pleasant suburban homes a little remote from the current of the spenders. Plain living and high thinking characterize them. Their extravagances are likely to be for spiritual rather than material things. They send their sons to college, but very possibly they do not have a car. They go to Bethlehem for the Bach Festival; but they wear a suit three years. They visit Europe, but it is to reverence the treasures of the past, not to spend money for clothes. Occasionally they buy some one very good thing; a Steinway, a fine Oriental rug, a rare edition, a painting; but they make it last a lifetime. Veblen's theory of conspicuous waste plays no part in their lives, and the infrequency of their expenditures makes them of lesser value to the advertiser. The taste is here, but only too often the means are lacking. Very few intelligentsia make $20,000 a year. Most of them earn less than $5,000.

Magic carpet again, please, genie. Number One Thousand and Something Park Avenue, on the night of a ball.

A highly palatial cooperative apartment building, this. Awning over sidewalk, crimson carpet, uniformed attendants, palms, mirrors, magnifi-



The *National* Publication Devoted to Ship Operating and Shipbuilding

RARELY is it possible to find in any industry a business paper with the complete, national distribution of MARINE REVIEW.

From coast to coast it parallels the industry itself. It blankets the eastern seaboard where the greatest number of ship operating, shipbuilding and repair companies are found, is absolutely dominant on the Great Lakes, and is altogether adequate on the Gulf and West Coasts.

MARINE REVIEW enables advertisers to reach through this one publication and at one low cost, the officers of leading shipbuilding companies, the officials and executives of the organizations operating close to 80 percent of the shipping under the American flag, and a splendidly representative group of officers on board ship as well.

Details of our remarkable increase in circulation are of real interest. May we send them?

Marine Review

Penton Building

New York **CLEVELAND** London

A B C *Member* A B P

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cence, the glory that was Greece and the grandeur that was Rome, with all modern conveniences.

The two top floors and the roof garden belong to—let us call them the Stuyvesants. Two hundred guests, most of them celebrated people, dance in the ball-room to the strains of a famous jazz orchestra costing $500 a night. Others chat, play bridge, smoke in other rooms. Between dances, they wander out on the terrace for a breath of fresh air and the really wonderful view of the Sound by moonlight.

Everything in the place is new-bought, even the antiques purchased to give mellowness to the whole. Everything is luxurious, expensive. One of the six bathrooms has amusing little turtles on the walls. What did Elsie de Wolfe charge for those turtles? Ouch! I'd hate to tell you! The kitchen is a shining miracle, created because Mr. Stuyvesant happened to see a magazine advertisement of a certain kitchen cabinet company suggesting that their household engineers install scientific kitchens complete. From it, a famous caterer serves the buffet supper and the four o'clock in the morning breakfast What did this party cost? Oh, maybe two thousand dollars; it's a little one. The daughter's coming out party last season must have run to $15,000 at least.

The life of the whole family is on this Lorenzo the Magnificent scale. Always some one of them is traveling; two weeks at Aiken, three at Palm Beach, three months in Europe, a summer home in Newport; all that sort of thing. Even Mike, the wire-haired fox terrier, cost enough to have kept me six months in college.

Think of the money spent by a family like this all the time. Think of the corps of servants they keep; the hangers-on and dependents; not to mention the several hundred employees that look to Mr. Stuyvesant for their bread, and the wide-spreading circle of people who copy or emulate such a family. Think of the grocer's bill, the butcher's bill, the bill for clothes. Think of the regard stores carrying the Stuyvesants' trade must have for such lucrative customers. Visualize the importance of just this one family—not an exceptionally rich family at that—in terms of trade, and you have some idea of what quality circulation really means when measured in terms of taste to appreciate and means to buy.

What magazines go into the Stuyvesant home? I had Mr. Stuyvesant's English valet check up for me, because I was curious myself. *Vogue, Vanity Fair, Town and Country, The Golfer, The American, The Tattler, Punch, Femina, Town Topics, The American Mercury.* All the New York newspapers. Mr. Stuyvesant reads the *Times* and checks over the others to observe public opinion. "What in the world are you doing with the New York *American?*" I once asked him. "One has to know what the enemy is

doing," said Mr. Stuyvesant with a smile.

There are 390,000 families who pay taxes on annual incomes ranging from $6,000 a year up to millions. Roughly speaking, this is the class from which the circulation of the so-called quality magazine is drawn—some of them richer than the Stuyvesant family; some of them poorer; but all of them keen about the use and purchase of material things to the extent of their means; and all of the lower levels anxious to move up in the social scale.

From nine years of experience in circulation-getting for the Condé Nast magazines, I am convinced that *the utmost fixity of purpose* is needed to maintain the standard of taste in magazines at the level demanded by quality circulation; and *the utmost fixity of purpose* is needed to keep out the circulation-getting features that would attract the mass circulation.

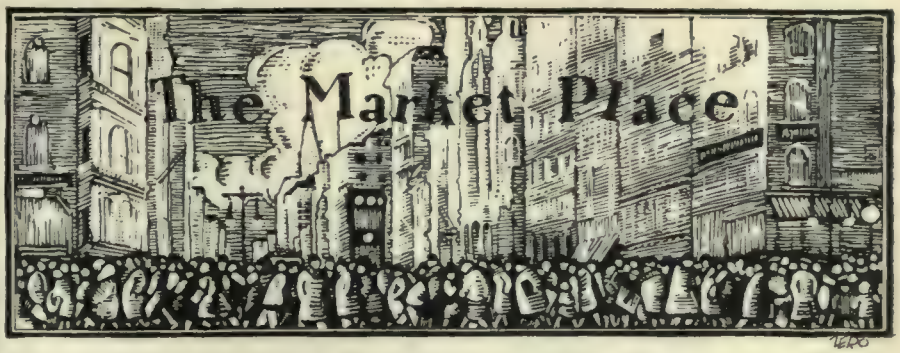
And I am equally convinced that the three types of mind—mass, intellectual quality, financial quality—overlap surprisingly little. Even in the microcosm of our own offices, you can see the three types totally distinct. Next door to the beautifully-dressed fashion editors, you can see little clerks gaudily violating every canon of the mode; and next door to them you can see women of high intelligence dressing like the wife of a Methodist deacon in Texas. You cannot reach these three types of mind in the same way; though now and again somebody tries it.

Once our circulation manager, for example, had the idea we could educate the homebody type of women to like *Vogue*. He spent a lot of money. He forced on a considerable circulation with a $1 offer. But could he renew it? He could not! Those good wholesome middle-western women didn't like us. Didn't want to look like us, didn't want to think like us, didn't want to spend money for our kind of book, and would have died of shame in the lingerie featured by our advertisers.

Now I think that Mr. Bates will agree with me that the value of my Uncle Harrison's family, and Miss Eulalia's family, and Mr. Stuyvesant's family are individually very widely different to the advertiser. And I think that the income tax figures show my stepping them up into circulations to be a fairly accurate generalization.

To sum up in a phrase, I would say that to the advertiser quality in circulation means an attitude of mind toward money. That the attitude of the mass reader toward money is "*Money is to be saved*"; the attitude of the intellectual quality reader is "*Money is to be despised*," and the attitude of the financial quality reader is "*Money is to be spent*."

Dear Mr. Bates, nice Mr. Bates, who took your pen in hand and started something with a twinkle in your wise old eye, isn't a quality circulation with the attitude of mind "Money is to be spent" more valuable to the advertiser than "run of mill?"



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.
14 West 40th St., New York City.
Telephone Penn. 3566.

Miscellaneous

LETTERS

Do you need commonsense—human—sales promotion letters that pull? Let me do them for you in my spare time—$5.00 per letter. Address Frank P. Stelling, 273 Lexington Avenue, New York City.

Position Wanted

ART DIRECTOR

with an engineering and sales background, desires similar position with Eastern agency. Capable artist can work in all mediums. Newspaper and studio experience. Available about August 1st, 1925. Box 272, Adv. and Selling Fort., 9 East 38th St., New York City.

Somebody is going to be glad they got me— a sales and advertising executive who isn't too Ritzy to go out and prove it. A fine background of road selling and branch managership experience. Send me anywhere. Box 269, Adv. and Selling Fort., 9 East 38th St., New York City.

EXECUTIVES AND MANAGERS

Advertising and Sales Promotional Manager; employed, seeking wider field, more congenial surroundings rather than larger remuneration; 15 years' experience with notable houses; productive record, fine references; prefer Chicago vicinity or Pacific and Gulf cities. Box No. 268, Adv. and Selling Fort., 9 East 38th St., New York City.

Position Wanted

ADVERTISING AND SELLING ASSISTANT

Thoroughly experienced in market research, dealer contact, and campaign details. Produces sixty bankable minutes every hour. Executive qualities; American; twenty-seven; married. Minimum requirement $2,500 yearly. Temporarily employed. Box No. 267, Adv. and Selling Fort., 9 East 38th St., New York City.

ADVERTISING WRITER, SOLICITOR, nine years' experience covers buying art, printing, engraving; three years large agency and three years selling space; produced booklets, catalogues, dealer helps, letters, etc.; University trained. Age 29, married; desires big opportunity with advertiser, agency or publisher; salary reasonable; opportunity must be unlimited. Box 271, Adv. and Selling Fort., 9 East 38th St., New York City.

A PRODUCTIVE PROMOTION MAN WANTS TO MAKE A CHANGE

EXPERIENCE—Two years' reportorial work with large New York newspaper; two years advertising work, including copy writing and advertising management, with New York agency; two years circulation-promotion work (now circulation manager) with well known trade publication. PERSONAL—Age, 27; dependable; progressive; wishes to connect with large retail organization in, or near, New York City, in advertising, or merchandising department; excellent business and personal references. Box No. 266, Adv. and Selling Fort., 9 East 38th St., New York City.

SALESMAN WANTED

One who knows something about direct-mail advertising—to travel and present a constructive plan to printers. Printing experience would help. Please reply by mail only, stating experience and minimum drawing account, against commissions. Personal interviews impossible except by appointment.

CHARLES AUSTIN BATES
33 W. 42nd St., New York

"GIBBONS knows CANADA"
J. J. Gibbons Limited, *Advertising Agents*
TORONTO MONTREAL WINNIPEG

"What's all the Shootin' for?"
This advertisement appeared in Printers' Ink two years ago!

What Is "Class" Circulation?

A FEW publishers—some advertisers—and a great many advertising men define "class" or "quality" circulation, as though it had some reference to, or bearing on, the social standing of those who comprise it.

"Class" or "quality" circulation is purely a commercial term. It means circulation among that part of the population who have enough money to buy what they need or want. As opposed to it, there is "mass" or "quantity" circulation, which means circulation among that part of the population who have not.

When the New York resident is financially able to live in ordinary comfort, he becomes a theatre patron. The circulation of Theatre Programs in New York, is, therefore, confined to the people who have at least enough money to satisfy their needs. There are various methods of advertising to the others.

Programs for 60 legitimate New York theatres—aggregating 1,600,000 circulation monthly.

Published by

New York Theatre Program Corporation

108 Wooster Street New York City

Kansas City, Mo

Advertising & Selling FORTNIGHTLY

Drawn by Frank Benzing for Fisher Body Corporation.

Public Library, Kansas City, Mo

MAY 20, 1925 15 CENTS A COPY

In this issue:

"What Is Happening to the Rural and Small Town Market?" By Paul T. Cherington; "Sound Sales Counsel Must Supplement Our Marketing Plans" By Arthur W. Sullivan; "The Sweeneys vs. the Stuyvesants" By L. E. McGivena; "Can We Overcome Handicap of Too Much Advertising"?

What Sells Advertised Goods?

Good merchandise poorly advertised in a good market, will not, as a rule, sell well, while inferior merchandise well advertised in a good market will have a demand that will last just so long as it takes people to discover its inferiority—but, good merchandise well advertised in a good market wins and holds a demand that is increasingly profitable.

In *all* cases, advertising plays an important part.

When the merchandise is "right," and the advertising copy is "right," there is still another important factor—the medium.

Merchandise is poorly advertised if it is not advertised in the most effective mediums, and these mediums are known by the volume of advertising they carry. Advertising volume proves advertising productivity, because experienced advertisers do not advertise except for *results*.

Advertisers in the Chicago market have proved to their satisfaction that The Chicago Daily News is the most effective sales medium among Chicago daily papers—and accordingly place a greater volume of business in The Daily News, year after year, than in any of its daily competitors.

To reach the vast majority of financially competent households of Chicago, follow the lead of successful experience and advertise most in

THE CHICAGO DAILY NEWS

First in Chicago

*In 1924 The Daily News published 15,099,527 agate lines of display advertising—a greater volume than was ever published in any Chicago daily paper in any single year. The next highest 1924 daily lineage record in Chicago was 11,774,440 agate lines.

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume 5. No. 2. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.

What do they think of you~
in Altoona, Keokuk and Spokane?

IN Altoona, today, one woman spoke to another about your goods. Or perhaps it was about your competitor's goods.

In Keokuk, a clerk handed out a package of your product. Or perhaps it was some one else's product.

In Spokane, a jobber told a retailer why he liked your policies. Or it may have been the other firm's policies he favored.

If only you could *know* what your market really thinks about your goods! Then—sales resistance which now eats up your salesmen's time could be minimized. Then—advertising which now does not interest your possible customers could be made to do so.

Why not get these facts? Why not reduce sales resistance? Why not make every advertising dollar produce more?

Before we undertake advertising for a manufacturer, unless the facts are unmistakably clear, we make a Richards Field Survey to get the complete truth about his position. In a Richards Field Survey, we go to the consumer, to the retailer, to the wholesaler, and find out just what each thinks about the product and competitive products.

The fresh, unbiased information thus secured is bound in a book which we call a Richards Book of Facts. For the manufacturer for whom compiled, his Richards Book of Facts becomes the foundation of knowledge upon which sales and advertising policies are planned.

The soundness of basing advertising and sales work upon information thus acquired has been proved over and over again. For example, a manufacturer of a certain domestic utility used by practically every housewife had been advertising its mechanical features.

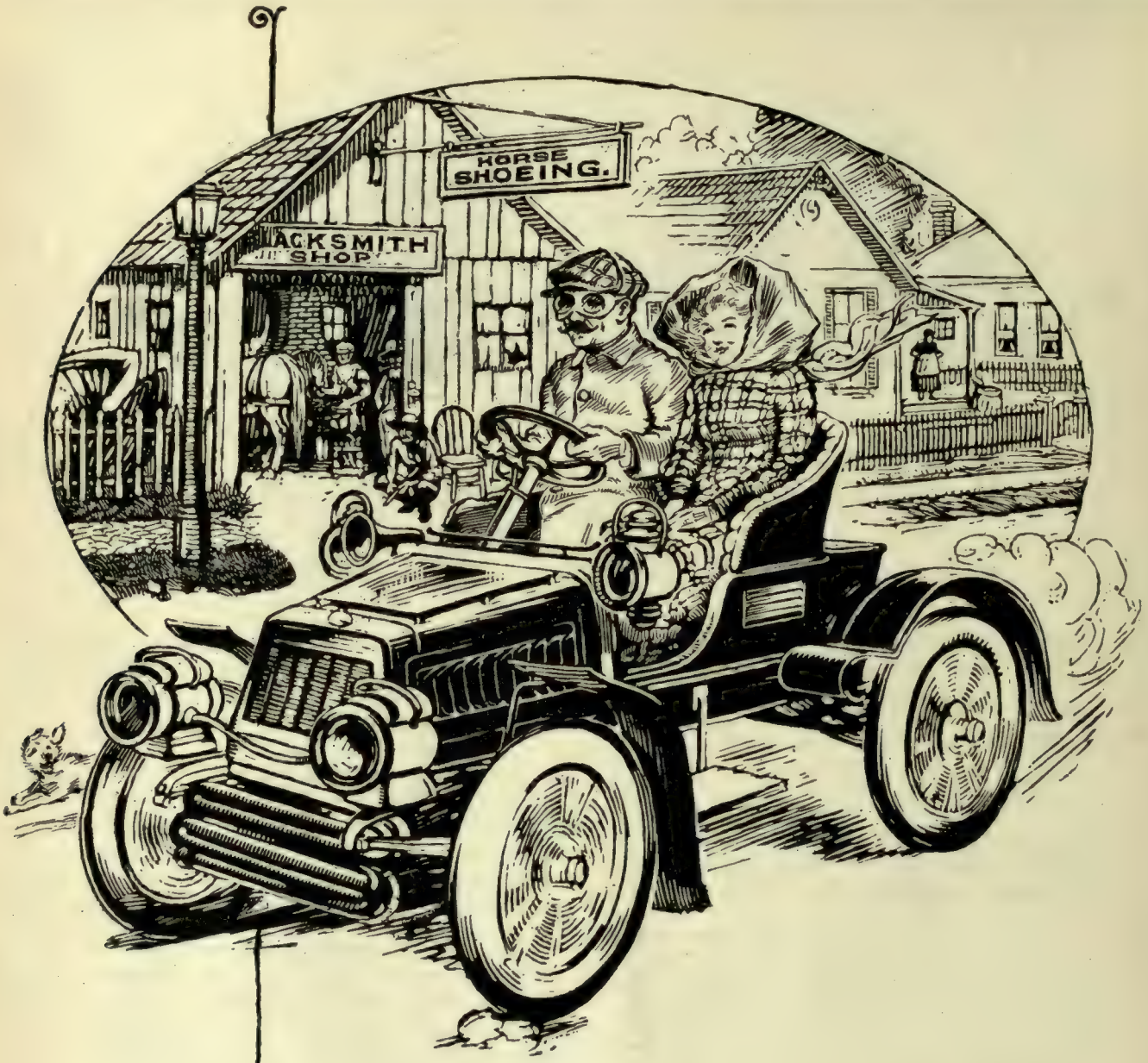
To his astonishment, a survey disclosed the fact that women were not primarily interested in the working efficiency of the article. Nearly 100% of those interviewed said that they would switch to another brand if it better met their requirements in one particular. And this feature had nothing to do with the product's efficiency!

We would like to prepare advertising for you based upon the solid foundation of a Richards Book of Facts. Let us show you what we can do as demonstrated by what we are doing for our clients.

You will be interested in a booklet which we recently published, "Business Research." Write for a copy.

JOSEPH RICHARDS COMPANY, INC.
253 Park Avenue New York City
An Advertising Agency Established 1874
Member AMERICAN ASSOCIATION ADVERTISING AGENCIES

RICHARDS *"Facts first—then Advertising"*
TRADE MARK REG.



IN 1904, only the most adventurous were daring enough to set forth on a twenty mile "cross country". This month, hundreds of families will motor halfway across the continent to attend the famous 500-Mile Speedway Race in Indianapolis.

The shopping habits of Indianapolis housewives, however, are just the same in 1925 as in 1904—or back in 1869.

They would no more think of shopping before reading News' advertising than their husbands would think of starting by auto to Los Angeles without first filling the gasoline tank.

The INDIANAPOLIS NEWS

DAN A. CARROLL,
110 E. 42d St., New York City

FRANK T. CARROLL
Advertising Manager

J. E. LUTZ,
The Tower Bldg., Chicago

Page 5—The News Digest

Frank C. Hoyt

Treasurer and a director of The Outlook Company, died at the age of sixty-six, in New York on May 8. Mr. Hoyt had been with the advertising staff of *The Outlook* for about twenty-five years, being advertising manager when in 1913 he was elected treasurer of the company and one of the directors.

Charles C. Green Advertising Agency, Inc.

New York, will direct advertising for Nieblo Manufacturing Company of the same city, manufacturers of "Reddy Tee"; the Lyon Manufacturing Company of Brooklyn, makers of Magnolia Balm; and the Grand View Hotel, Lake Placid, N. Y.

H. W. Doremus

Formerly senior partner of Doremus & Morse, advertising agency, has become associated with Rudolph Guenther-Russell Law, Inc., New York, specialists in financial advertising.

Philip Kobbé Company, Inc.

New York, will direct advertising for the Aqua Oil Service Company, Inc., same city.

"The New Yorker"

Announces the addition to its staff of the following: advertising manager, Raymond B. Bowen, formerly director of sales for *The Outlook;* business and circulation manager, E. R. Spaulding, formerly business manager of *Town and Country;* advertising representatives, John J. McCall, formerly with *Success*, and J. H. Worden.

The H. K. McCann Company

Los Angeles office, will direct advertising for the city of Santa Barbara, Cal., in a campaign which is being sponsored by the Santa Barbara Chamber of Commerce.

Myers-Beeson-Golden, Inc.

New York, will direct advertising for the Veedan Air Spring Corporation of the same city, manufacturers of the Reliance Air Spring.

O. S. Tyson and Company, Inc.

New York, will act as advertising counsel for the Morse Chain Company, Ithaca, N. Y., manufacturers of Morse Silent Chain Drives.

Irvin F. Pascall, Inc.

Chicago, will act as advertising counsel for the National Scrubbing Machine Company, same city.

Midland Advertising Agency

Cincinnati, will direct advertising for the Kodel Radio Corporation, formed through the merger of Automatic Electric Devices Company and Kodel Radio Manufacturing Company.

The Thumbnail Business Review

By Floyd W. Parsons

¶ The April volume of building was the largest monthly total ever recorded. In the eastern States the increase was 14 per cent over March and 13 per cent over April of last year. There have not only been big gains in actual work started, but also large increases in prospective work. Contemplated new projects show an increase of 25 per cent over a year ago. The outlook in both the metal and petroleum industries is promising. Germany has always been our largest buyer of copper, and the prospect there is for increased purchases. Traffic is again at the year's high mark. Loadings during the first week of May exceeded those of any other week so far this year. Crop forecasts are only fair. It looks as though we will have higher prices for grains and produce not much more than enough to supply our domestic needs. Our international trade situation is active and satisfactory. Our exports exceed our imports of merchandise by nearly a billion dollars a year. But when we take into account so-called invisible items in our foreign trade, such as ocean freights, tourist expenditures, immigrant remittances, gold imports, and to these items add our purchases of foreign securities, we find that we are a debtor nation to the extent of more than $200,000,000 annually. This is a healthy condition and the way it should be. It means that we are sending large quantities of goods abroad and taking the obligations of our customers in settlement. Where the world does its banking, it will also do its trading.

Ray Furber

Formerly with Hanff-Metzger, Inc., and the James Advertising Agency, Inc., has joined the New York office of The Julius Mathews Special Agency.

Hommann, Torcher & Cornell, Inc.

New York, will direct advertising for The Audak Company, same city, makers of a device for linking up the radio receiving set with the sound chamber of the phonograph.

Associated Advertising Clubs of the World

Elected the following officers at the Houston Convention: President, C. K. Woodbridge, president of The Dictaphone Corporation, New York; secretary-treasurer, Jesse H. Neal, secretary, Associated Business Papers, New York; representative of the Board of Club Presidents, William S. Patton of Houston, Tex.; representative of Sustaining Members, Edwin T. Meredith, Des Moines, Iowa; representative of Federation of Women's Advertising Clubs of the World, Ethel B. Scully; representative of the National Advertising Commission, W. Frank McClure, Chicago; chairman of the Joint Assembly, Homer J. Buckley, Chicago. Mr. Woodbridge, Mr. Neal and Mr. Holland, the retiring president, were elected to serve on the executive committee of the association.

The National Advertising Commission elected officers at a luncheon meeting on May 11. W. Frank McClure is chairman; George Burbach, St. Louis *Post Dispatch*, vice-chairman, and Charles F. Hatfield, also of St. Louis, secretary. Mrs. Bernice Blackwood, Chicago, was reelected president of the Federation of Women's Advertising Clubs.

The John S. King Company

Cleveland, will direct advertising for the F. W. Roberts Company of the same city, office supplies, stationery.

D. J. Crimmins

For the past four years with the Harry C. Michaels Company and previously with the Erickson Company, has joined the contract department of the Newell-Emmett Company, Inc.

"Commercial News"

Has moved its offices from Omaha, Neb., to St. Joseph, Mo. Hereafter it will be published by the Retail Review Company.

Street & Finney

Will direct advertising for P. Derby & Company, Inc., of Gardner, Mass., makers of chairs.

Philadelphia "North American"

Has been purchased by Cyrus H. K. Curtis, publisher of the Philadelphia *Public Ledger*, the *Evening Public Ledger*, the New York *Evening Post* and a group of magazines. It will be consolidated with the *Public Ledger*. No formal statement of the purchase price has been made.

Green and Van Sant Company

Baltimore, has been formed by the consolidation of the H. B. Green Company and Van Sant and Company, both of the same city. W. N. Van Sant will be president of the new company and Harry B. Green, vice-president and chairman of the board.

[ADDITIONAL NEWS ON OTHER PAGES]

THE NEW YORK TIMES, MONDAY, DECEMBER 1, 1924.

ADVERTISEMENT.

"THERE OUGHT TO BE A LAW"—

"BUSINESS is stubborn and selfish!" said a Congressman the other day to the editor of NATION'S BUSINESS. He had just heard the result of a business battle. The Secretary of Commerce had called lumbermen to Washington to fix a standard inch board.

"Get together," he urged, "solve your own problems."

The lumbermen welcomed the opportunity to do the job themselves; they realized that if they didn't, Congress might. (Then there would be the devil to pay as well as more Federal inspectors, investigators, and supervisors.) Bad for business; bad for the consumer.

So this great industry, represented by mill men, wholesalers, manufacturers, retailers, architects, and builders, worked all day and night, and the next day and night. One thirty-second of an inch hopelessly divided them. The Secretary of Commerce made a personal plea. More discussion. Finally a compromise; a *standard* and an *extra-standard* board were adopted.

IT WAS this incident which aroused the Congressman's ire.

"You can see for yourself. There's a typical case. Business is stubborn, selfish, and stupid. Fighting over a thirty-second of an inch! That is why Congress has to make hundreds of laws each year regulating business!"

The editor had attended the meetings. Otherwise he could not have answered the challenge.

"It does seem like a small thing," he replied, "a thirty-second of an inch. Yet that thirty-second of an inch involves the scrapping of millions of dollars' worth of machinery; it involves destruction of hard-won markets, entailing endless confusion; it would mean a realignment of thousands of freight tariffs, both rail and water; it would require a revision of building codes in twenty-odd states; it would—"

"Hold on," said the Congressman, "I didn't realize—"

THAT is the trouble. There are too many of us who do not realize the tremendous interrelation of industry today, who prescribe a simple legislative pill. It's so easy to say, "There ought to be a law—." But business, now so complex, cannot be treated so simply.

In 1919 the Russians couldn't buy tea. India, which raises it for them, couldn't buy textiles of England. The Manchester mills had the greatest slump in sixty years. Cotton dropped, and the South couldn't buy; wholesalers along the Ohio River failed. Thus Cincinnati families suffered, and all because the Russians quit drinking tea.

Again. A shipment of pianos was tied up in a South American port because the purchasers could not pay for them. A man in Omaha invented Eskimo Pie with a chocolate coating. It swept the country, necessitating more cacao from Ecuador. The trade balance was restored, credit re-established in New York. The Ecuadorians got their pianos; our manufacturers got their money; piano workers their wages. New markets were opened for wire and wood and steel and all the things which go into a piano.

All because a man in Omaha thought of selling ice cream in a chocolate cover.

OUR industrial processes, growing more intricate daily, breed misunderstandings—and oftentimes bad legislation. No one mind today can encompass these far-flung inter-relations. H. G. Wells says regarding them:

"It is a race between education and catastrophe!"

Our national well-being depends upon a wider understanding of business. And that means, simply, the sum total of your understanding and mine.

NATION'S BUSINESS is a magazine devoted to bringing about a better appreciation of the intricate relations of government and business, and also a better appreciation of one industry's problem by another. It is published in Washington by the larg st business organization in the country, and is founded on the belief that anything which is not for the public good is not for the good of business.

The circulation of NATION'S BUSINESS today is 165,054. One year ago it was 120,666.

THE
NATION'S BUSINESS

MERLE THORPE, *Editor*

PUBLISHED MONTHLY BY THE CHAMBER OF COMMERCE OF THE UNITED STATES, WASHINGTON, D. C.

This is the Second of a series of newspaper announcements being run by NATION'S BUSINESS in the—

New York Times
Chicago Daily News
Cleveland Plain Dealer
Kansas City Star

—and this firm has used 100,024 lines exclusively in The News in the last year

One year ago the Plough Chemical Co. came into Birmingham with their big campaign on one item, St. Joseph's G.F.P. They picked The News to carry this advertising exclusively. This letter tells how the campaign has paid out.

Dominant space in The Dominant Newspaper Always Brings Results

PLOUGH CHEMICAL COMPANY
MANUFACTURING CHEMISTS
MEMPHIS, TENN.

May 6th, 1925.

Mr. Victor H. Hanson,
Publisher, The News,
Birmingham, Ala.

My dear Mr. Hanson: -

The results we have gotten from our advertising campaign on St. Joseph's G.F.P. which we are running in Birmingham in The News exclusively have been so remarkable that I feel sure you would like to know about it.

A little more than a year ago, we decided to extend this campaign to Birmingham. At that time the sales of St. Joseph's G.F.P. in your immediate trade territory were practically nothing. Now, after a year's consistent campaign in the columns of The News, our product occupies a position among the three leading sellers in its particular field, and many druggists tell us that it is outselling all other similar preparations they handle.

Considering the fact that we are carrying this same type of advertising in practically all of the zone centers throughout the South and Southwest - where it is necessary to use two to three papers to get even a measure of the results as we have already gotten in Birmingham, we naturally feel like The News must enjoy the confidence of the people of Birmingham to a far greater extent than any one other paper in its own locality.

For a good many years I had been hearing this from your representatives, but the actual results we have obtained have brought this fact to our attention more forcibly than any words could convey.

With all good wishes, I remain,

Very cordially,

PLOUGH CHEMICAL COMPANY
Advertising Manager.

FXT:LB

Our Dividend Paying Shares in
PLOUGH CHEMICAL COMPANY
Stock
They Have Never Missed Quarterly Dividends
NOW PAYING 10%
MORE THAN 2800 SHAREHOLDERS JAN. 1, 1925

Net Paid Circulation

Daily	Sunday
80,000	90,000

Plough is now starting on their second year with this tremendous campaign which is further evidence that The News is producing adequate returns, getting the business, to justify such a large expenditure of money.

The Birmingham News

THE SOUTH'S GREATEST NEWSPAPER

NATIONAL REPRESENTATIVES

KELLY-SMITH CO.
New York

J. C. HARRIS, Jr.
Atlanta

KELLY-SMITH CO.
Chicago

For Distinguished Service to American Business

HARVARD UNIVERSITY, through its Graduate School of Business Administration, has awarded the Edward W. Bok Medal for 1924 to the National Vigilance Committee of the Associated Advertising Clubs of the World. For over fifteen years this Committee has co-operated with American newspapers to patrol their advertising columns so that the public may rely on representations made in the sale of merchandise, securities, and service. Forty-three Better Business Bureaus and over three hundred local Advertising Clubs aid in this protective service to publications, advertisers, and consumers. In recognition of what has been done, the Harvard award was made. To use the words of the Jury of Award, the Truth-in-Advertising movement, as developed by the National Vigilance Committee, has rendered distinguished service to American commerce and industry through raising the standards of advertising.

ASSOCIATED ADVERTISING CLUBS
OF THE WORLD

The Campbell-Ewald organization of 160 people, owned entirely by the men who operate it, with a volume of business placing it among the first ten agencies in the country, is at your service to handle large or small accounts. At any time, anywhere, we'll be glad to talk with you.

DELCO leadership has been maintained consistently under the most extreme tests on land—in the air—on the sea—and in the less spectacular but even more important service of millions of Delco-equipped motor cars.

The splendid reputation that Delco has established and maintained has been built up through the assistance of "Advertising Well Directed." Delco has been a client of the Campbell-Ewald Company for over eight years.

CAMPBELL - EWALD COMPANY

H. T. Ewald, *Pres.* E. St. Elmo Lewis, *Vice-Pres.* Guy C. Brown, *Vice-Pres. and Sec'y* J. Fred Woodruff, *Treas. and Gen. Mgr.*

Advertising Well Directed

General Offices: DETROIT, MICHIGAN

New York Chicago Toronto Los Angeles San Francisco

A Delineator house built by
A Delineator reader from
A Delineator house plan in

The DELINEATOR

Founder of BETTER HOMES IN AMERICA

Butterick Building, New York

Buffalo the Wonder City of America

"Buffalo—the Center of the Consuming Market"

—JOHN A. PIQUET

The following are extracts from an article, one of a series, by JOHN A. PIQUET entitled "Garden Spots of Industry," in INDUSTRIAL MANAGEMENT, March, 1925:

"Buffalo is perhaps the best example of the typical manufacturing site of history—the city on the water and trade-route, as most of the great cities have been. The Buffalo area, from the city to Niagara Falls and roundabout, stands at the cross-roads of a continent. Here the interior meets the beginning of the exterior. Here railroad and water merge. To the north the country's greatest waterpower; to the south, coal fields and natural gas. Here is the center of the consuming market. Buffalo is the natural metropolis of a region from Virginia to Labrador and from the Rockies to the Atlantic. Buffalo adds industries as New York loses them. Buffalo will keep on growing steadily because it offers a location that cuts cost in transportation, power, and selling. It will grow more as industries study scientific location in greater numbers."

"Nature gave Buffalo its unparalleled location, but man improved on it. This city . . . is one of steady growth, and no mushroom booms or incidents of immigration supply or financial power are responsible for what it or they have accomplished. The Buffalo area has excellent chances of becoming the first manufacturing district in America as time goes on, for its possesses all the factors of industrial supremacy, while New York and Chicago do not."

Buffalo's wonderful industrial development means a great deal to the advertiser. It means more buyers of advertised goods—a great responsive market. While Buffalo has its attractions for industry it is equally attractive to the advertiser—because 80 per cent of the buyers here are reached with one advertising cost through one newspaper—The News.

Cover the Buffalo Market with the

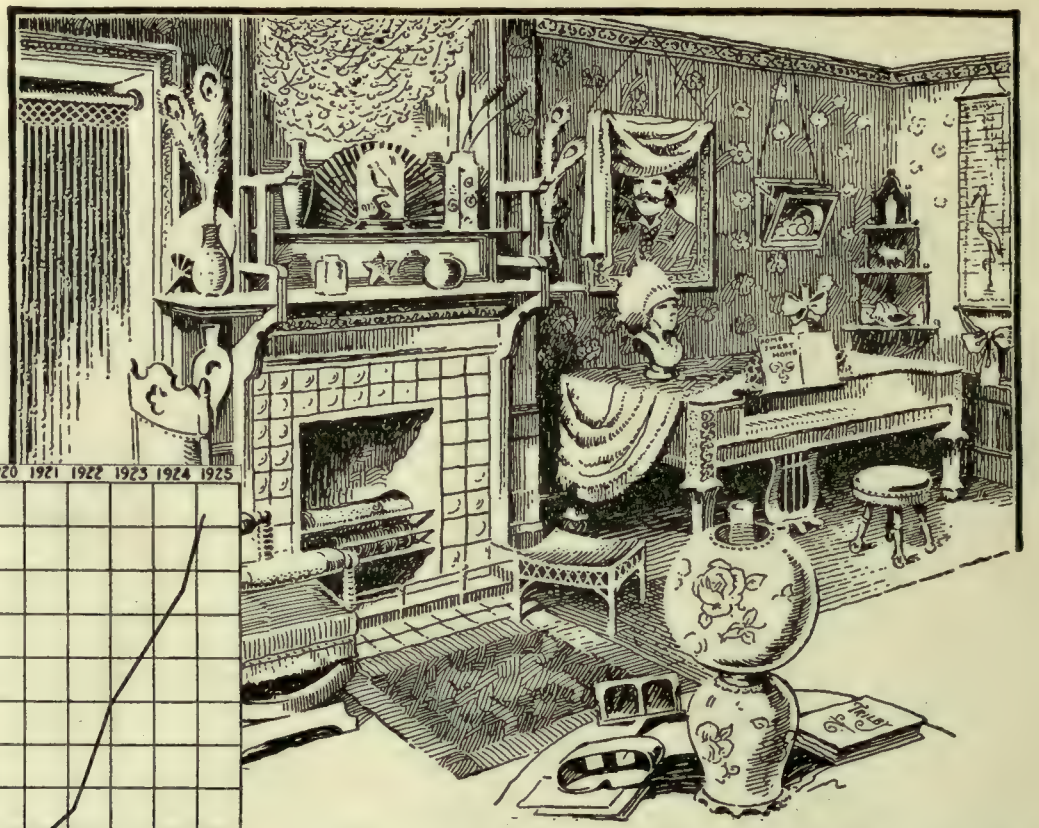
BUFFALO EVENING NEWS

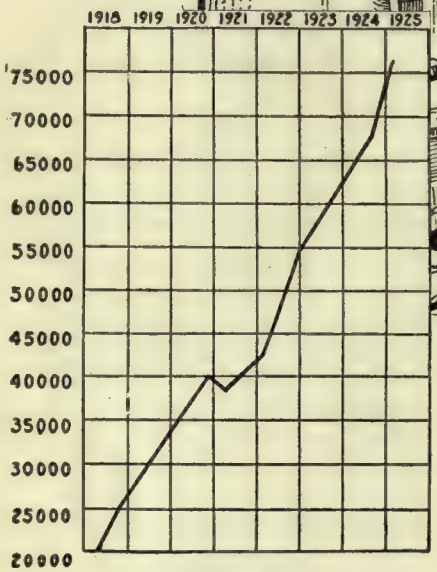
A.B.C. Mar. 31, 1925
129,777

EDWARD H. BUTLER, Editor and Publisher
KELLY-SMITH COMPANY, National Representatives

Present Average
132,864

Marbridge Bldg., New York, N. Y. Lytton Bldg., Chicago, Ill.





Growth of
The HOUSE BEAUTIFUL

Remember, too, the Age of the Lambrequin and Patent Rocker?

When the sitting room was a museum of silk-tasseled needlework, plaster paris busts, scaffolding mantelpieces and cheerless fireplaces? And how dear to the housewife were the clicking bamboo and glass portieres that glistened in the gaslight. Those surely were the "fussy" days.

It was from such decorative nightmares with their riot of dust-catching relics, voguish though they were at the time, that *The House Beautiful* led the escape, beginning with its early issues in 1896. Finding its editorial inspiration and theme in the rare beauty of furniture design by Sheraton, Chippendale, Adams and others, with decorative embellishment in keeping, the magazine soon inaugurated a renaissance in home decoration, responsible in a comprehensive degree for the good taste prevalent in our better houses today.

Such is the influence of *The House Beautiful*, accounting for its steady growth from the modest beginnings of nearly thirty years ago to a current circulation in excess of 75,000 copies.

In contents it deals with every phase of home planning, building, equipment, decoration, furnishing and orientation. Dependably authoritative from cover to cover, it is welcomed on its monthly visits by a host of financially independent readers who regard it as a genial forum on a subject close to their hearts—home.

The House Beautiful provides direct contact with both the man and mistress of the house. It is show window and salesroom in one, for all that goes into the modern home. In short, it hits the bull's-eye. Rates are based on a rebate-backed guaranteed circulation of 70,000 (A.B.C. figures) with a liberal excess above that amount. Shall we mail rate card or send a representative?

THE HOUSE BEAUTIFUL

8 ARLINGTON STREET BOSTON, MASS.

Volume Five
Number Two

Advertising & Selling
FORTNIGHTLY

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[*Articles indicated by an asterisk are portions of addresses delivered before the Houston Convention of the A. A. C. of W.*]

AT Houston, Tex., on May 14, the Associated Advertising Clubs of the World elected as their seventeenth president C. K. Woodbridge, president of The Dictaphone Corporation, New York. Mr. Woodbridge was nominated by the Joint Assembly of the Association, and his election was uncontested. He succeeds Lou E. Holland, president of the Holland Engraving Company, Kansas City, president of the Associated Advertising Clubs of the World for the past three years, who declined reelection. Jesse H. Neal, secretary of the Associated Business Papers, New York, was reelected secretary of the Associated Advertising Clubs of the World.

The 1926 convention will be held in Philadelphia, where it will be a feature of the Sesqui-Centennial Exposition.

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NEW ORLEANS: H. H. MARSH, Mandeville, Louisiana
CLEVELAND: A. E. LINDQUIST, 405 Swetland Bldg.: Prospect 351
LONDON: 66 and 67 Shoe Lane, E. C. 4: Telephone Holborn 1900

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Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising, Advertising News, Selling, The Business World, Trade Journal Advertiser* and *The Publishers Guide. Industrial Selling* absorbed 1925

Member Audit Bureau of Circulations and Associated Business Papers, Inc. Copyright, 1925

"The Range with rounded corners"

LINKED above are the trademarks of the Tappan Stove Company, makers of good gas stoves, and The H. K. McCann Company, creators of effective advertising. Both trademarks were originated by The McCann Company: each connotes a fundamental company policy.

The Tappan trademark, with the slogan, "The Range with Rounded Corners," is a reminder of the Tappan Company's policy of making gas stoves that are *superior* in quality to the specifications of the American Gas Association. Superior in attractiveness and convenience too. Stoves that aspire to meet everywoman's ideal of the gas cookstove she would take solid comfort in having in her own kitchen.

"Truth Well Told" is not only The McCann Company trademark but its *working policy*—and it is in the telling of just such truths as the story of Tappan quality that we find particular satisfaction.

THE H. K. McCANN COMPANY
Advertising

NEW YORK CLEVELAND SAN FRANCISCO DENVER
CHICAGO LOS ANGELES MONTREAL TORONTO

MAY 20, 1925

Advertising & Selling
FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors: Robert R. Updegraff Marsh K. Powers Charles Austin Bates
Floyd W. Parsons Kenneth Goode G. Lynn Sumner Russell T. Gray
John Lee Mahin James M. Campbell Frank Hough, *Associate Editor*

What Is Happening to the Rural and Small Town Market?

By Paul T. Cherington

TWO changes which have taken place during the past twenty years would alone be of sufficient importance to revolutionize rural life. Nearly half a million miles of good roads have been built (this is twice the total railway mileage of the country) and more than three and one-half million farm owned motor cars are operating over these roads. This motor car equipment has been taken on by the farms while the number of horses on farms has remained about stationary at over nineteen million. With farm products worth a total four times the aggregate for 1900, it is not to be wondered at that farm values have increased from twenty billion dollars to nearly eighty billion dollars during the same period. And incidentally it is significant that 450,000 rural homes now have electric light and that over 640,000 have running water piped to and over them. These changes all represent modified habits of and capacity for consumption.

The effect of the thousands of young men and women whose agricultural college training is helping them to farm successfully, and the value of suggestions received by farmers from over 2000 county agents are among the many other changes which are impossible of statistical measurement. In short, anybody who left the farm twenty or even ten years ago and has not been in close touch with it since does not know the present rural market.

The table reproduced on the next page makes vivid some of the lines of progress in farm life during the past twenty-five years.

© Brown Bros.

THE small town of today is much different from the small town of twenty years ago. The automobile, interurban traction, electric power and lighting, the telephone and a hundred other forces have vitally affected the lives, wealth and buying tendencies of the people in the formerly remote districts. Perhaps the most significant point with regard to these changes is that they are tending to diminish rather than to emphasize the contrasts between urban and rural life

Similarly in small towns rapid changes have been going on. The moving picture theater has a fixed place in the social life not previously filled by any agency. Churches, and various social or fraternal bodies which long have been a part of rural and small town social life all have taken on new activity and new forms as a result of the improvements in country transportation.

Better stores, better schools, better churches, and all the other improvements in town equipment and activity are too familiar to need detailed enumeration. Both rural life and small town life have changed, and they show changed relations to each other.

The consumption of those articles which are used in the conduct of

daily life has been modified by the changes in rural life. The standards of living have been raised in food, clothing, housing, as well as in cultural matters. At the same time the great increase in the value of money crops, the accompanying increment in farm land values and the increased farm labor wages have made possible an expenditure of money by rural consumers which was not possible under the conditions of a generation ago. Each of the recent investigations shows a widespread consumption of packaged and branded merchandise among rural and small town people.

Dr. Kirkpatrick's bulletin on family living in farm homes gives an interesting picture of present day farm life in a prosperous New York county devoted to general farming.

The really necessary background for all thought about this phase of the subject is supplied by Emily Hoag's study of Bellville, N. Y., a small village which has given the world two governors, an eminent architect, a widely known preacher, a distinguished authoress, and a wholesome migrant stock sent to nearly every state in the Union and to many foreign countries. Socially, it is a fair question how much better the new conditions can do by its sons and daughters than the older environment did.

The general store of today is a very different thing from the general store of a generation ago. The gasoline tank by the front step, the ice-cream or refreshment facilities for the tourist's comfort, the stock of automobile accessories and of electric supplies, the persistently ringing telephone, the delivery auto or the stock wagon to cover the peddling routes, the packaged goods on the shelves, the brisk, business-like air of the place, all are evidence of the new day. It is not impossible that the younger brothers of the boys who came back from college to make the dairy farm and the creamery pay will come back to the general store filled with ideas about turnover and service that will make the country store also a profitable enterprise.

Chain stores are invading rural districts in the vicinity of many of the larger cities and the indications are that they may increase, at least in the small town trade. It is quite conceivable even that country general stores operated in chains utilizing scientific methods of buying and distribution might become serious contenders for the farmer trade in competition with individually owned stores.

House-to-house selling, mail order selling, and other forms of large unit operations designed directly to enter the homes of country people all doubtless will serve some purpose as the distributing mechanism adjusts itself to the new conditions of living. It seems hardly likely, however, that anything really can displace the retail store where goods can be examined and compared, and where there is permanent and continuous opportunity for redress.

One thing is clear: only an enterprising and well conducted country store can continue to compete with town and city stores, even though rural store credit to customers is an important factor in farm economics.

What is to be said in addressing the farm market and how it is to be told are problems which are so distinctly individual for each case that few generalizations are possible. One or two general principles are clear, however. A special technique for developing rural and small town copy is less necessary than an accurate understanding of and a current familiarity with conditions in small town and country life. The growth of tenant farming, for example, may seem remote from the advertisers' job, but it may be the one factor that will defeat a campaign in a given locality for a permanent attachment like a garage door hinge, while it may mean the unexpected success of a high priced movable device like a radio set in the same community.

In general, however, it may be said that, with the new conditions of rural and small town life, these two markets together may be expected to keep pace with the city markets in progress and expansion. They will always be more expensive than city markets to cover with effective distribution, because the city distribution units are larger and more concentrated, and their turnover is more rapid. But on the other hand, the rural and small town distributors probably will for a long time to come offer an outlet more satisfactory to deal with—as far as they go—than do the city concerns. The reason for this is that these latter must get their higher rents and other costs out of the margin between what they can sell their wares for and what they pay for them.

City stores will probably continue to be notoriously close buyers. If it were not for the larger volume and quick turns that they offer, they would be much less profitable to deal with than country stores.

For some lines, like high style clothing, city stores will always have most of the trade, just as the country stores will have lines like agricultural implements which they largely control. But perhaps the most significant point in all this discussion is the fact that every important change in rural living conditions in recent years has tended to diminish, rather than emphasize, the contrasts between urban and rural life.

Some Changes in Rural Life

	1900	1920	Percentage of increase
Rural population	45,614,142	51,406,017	12.6
Rural dwellings	9,330,264	11,212,654	20.3
Rural families	9,534,000	11,548,629	21.3
Farm owners	3,653,323	3,925,090	7.5
Number of farms	5,737,372	6,449,998	12.4
Improved acres	414,498,487	503,073,007	21.2
Value of farms	$20,439 million	$77,924 million	286.
Value of farm products			
Crops	$ 3,192 million	$10,919 million	242,
Animals	$ 1,812 "	$ 7,419 "	310.
Farm owned motor cars	-x	3,574,880****	-
Tractors on farms	-	415,169****	-
Miles of surfaced road	153,530*	430,000****	184.
Jitney & Motor Buses	-	53,000****	-
Interurban electric mileage	6,856**	19,082****	178.3
Rural telephones	266,968	2,498,493****	835.9
Water piped in farm houses	-***	634,899****	-
Farms with gas or electric light	-***	452,620****	-
Number of County Agents	-	2,046****	.
Rural motion picture houses	-	4,000 (Est)****	-

*Figure for 1904 earliest available.
**All mileage outside of town limits.
***No data available.
****Figure for 1924.
x In connection with the number of Automobiles owned in 1900, the National Automobile Chamber of Commerce says that the number of motor cars of all kinds in 1900 was about 8000. Of the two known to be owned by farm owners on Long Island, one is said to have been owned by farmer Vanderbilt, and the other by a similarly prosperous neighbor.

Sound Sales Counsel Must Supplement Our Marketing Plans

By Arthur W. Sullivan

Vice-President, Joseph Richards Company, Inc.

IN these days of manufacturing over-production and close profit margins the advertiser's Thursday glow of pride at a double page spread is often succeeded by a Monday chill of apprehension over the sales sheet. And all the mystic ritual of copy production is so much Sanscrit to your modern sales manager unless he can translate it in terms of black figures.

Advertising today is a sales force—a force for sales. It is an equally important force for sales—only in somewhat different fashion—as the two-legged sales force which is out calling on the trade and eating German fried potatoes out of bird baths in small town hotels. Advertising doesn't have to eat German fried potatoes but sometimes it has to eat crow.

This advertising force for sales, no matter how good or bad it may be, no matter how large or how small, how gaudy or humble in appearance, has the magic ability to call upon thousands and even millions of people in a day.

At the same time that the advertising is calling upon millions of potential users of the product it is also visiting thousands of dealers who sell it.

At this point the advertising force for sales teams up with the human sales force. It introduces John Salesman to the dealer so that when John walks in he is already favorably known. It saves John hours of time each week by presenting his credentials for him — hours that John can utilize in taking orders instead of having to explain the parentage of his product.

TIME is the most precious commodity that the salesman has in his portfolio. When he is obliged to spend 45 per cent of his working time in getting to dealers' places of business and in cooling his heels awaiting the leisure of unenthusiastic buyers, the sales hour becomes a sales half hour. When advertising can furnish the line with an introduction and can create public acceptance for it, much of this time loss is done away with

Time is the most precious commodity that John Salesman has in his portfolio. Last year it was discovered that only 55 per cent of the time of a large sales organization was spent actually in selling. The other 45 per cent was spent in getting to dealers' places of business and waiting for buyers to listen. Hence, in effect, a sales hour becomes a sales half-hour; and advertising is not a force for sales unless it conserves John Salesman's time and makes it more profitable.

When advertising increases the productive activity of John Salesman it is truly a sales force. For example, it helps him sell a larger average quantity per customer because it creates public acceptance of and demand for the line he carries. It also enables him to make more calls in a given day—and by the law of averages this, too, means more sales.

In short, the right kind of advertising is so important a force for sales that it enables John Salesman to sell more goods to more customers in less time and at greater profit.

Do we advertising agents realize that sound sales counsel and cooperation is the crying need of the average business in America today? The ignorance of many businesses in regard to the veriest fundamentals of practical marketing is colossal. To these businesses the modern agency can, if it will, be a pillar of fire in the darkness. And there is a rapidly growing conviction on the part of advertisers that sales counsel should be an integral part of agency service.

The agency deals with the problems of firms in widely divergent lines of business. It accumulates a broad knowledge of business principles and methods. It is equipped to

[CONTINUED ON PAGE 75]

The Sweeneys versus the Stuyvesants

By L. E. McGivena

Editor's Note:

WE present herewith the fourth contribution to the discussion "What Is Quality Circulation," initiated by the publication of an article by Charles Austin Bates in our issue of April 8.

Mr. McGivena, who is promotion manager of *The News* (New York), mostly disagrees with the views of Mr. Calkins and Miss Birchall. But he also presents a definition of the elusive "quality" which makes a publication desirable from an advertising standpoint. Mr. Bates sums up in the next issue.

At the risk of becoming tedious, we repeat that readers must not assume that any single article in this controversy represents the viewpoint of the FORTNIGHTLY. The question under discussion is a highly pertinent one and we have opened the floor, so to speak, to those to whom circulation is vital.

THE FORTNIGHTLY'S stubborn insistence that advertising must become a science is going to make life harder for advertising solicitors and space buyers—no question of that! Mr. Bates' two-sided discussion threatens to take the business a further step beyond the simple arithmetical exactness of circulations and rates into the more difficult domain of definition. From a more or less pleasant and companionable, if slipshod, way of doing business, enlivened by brief bursts of sirenic salesmanship and redoubtable desk-pounding, we will ultimately sink—or climb—to cautious briefs and weighted witnessed words. Undoubtedly the new era will be better for business, but it's hell to be a pioneer while the pioneering is going on.

In his initial interrogation Mr. Bates remained with some difficulty on the dilemmic fence, keeping both legs well over to one side, however, and eventually dodging a formal definition. He contented himself with saying that, in effect, quality circulation substantially meant "buying power combined with an ability to read the English language." This statement seems woefully incomplete. "Buying power" is static. The Bank of England represents buying power, and the individuals who comprise it can undoubtedly read English. But the Bank of England could be considered quality circulation for relatively few advertisers. The human element has been neglected in his statement, and as is usual, is going to make trouble.

* * * *

Mr. Calkins, following, never went near the fence but elected to sit upon a lone fence post of his own. Pausing to toss a few bouquets at the Best People, his own clients, the Condé Nast and similar publications, Mr. Calkins gives a definition of quality circulation that seems to resolve itself into a definition of class circulation, or of a circulation composed of a group of classes. His illustrations combine sophistication with some sophistry, and in spots a naïveté worthy of any young man from Dubuque.

Mr. Calkins: "Hence what we mean by quality circulation is merely a publication which selects its readers along the lines of their interests, ways of living, amusements, sports and hobbies.

"WHEN a farmer raises cattle for a living, he reads *Hoard's Dairyman.* That is class circulation," he says, and contrasts him with the gentleman farmer buying a five thousand dollar bull, who is quality circulation, and presumably reads *Country Life.* But if a man who raises cattle for a living is a *class,* why isn't the gentleman farmer who raises cattle for conversation, or showing, or just to have around, as much a class? If buying a bull as a business investment rather than as "an article of bijouterie and vertu" (I'll bet that quote has knocked off many a struggling space salesman) makes the difference, is it a question of professional vs. amateur standing? The amateur doesn't have to take his bull so seriously, perhaps, but why should that make him quality circulation? If we can classify people by "their ways of living, amusements, sports and hobbies," then they become class circulation of some sort. Why aren't bankers, brokers, yachtsmen, polo players, book collectors, and such as much class circulation as cattle farmers or railroad workers? True, the folks Mr. Calkins mentions may belong to more than one class, but so does the cattle farmer, who may be a Republican, a Protestant, a Mason and a pinochle player.

Ultimately the difference in this distinction seems to be one of income. Yet Mr. Calkins specifies that the difference is not one of income. He stresses sophistication as the essential of quality circulation; people versed in "the art of living a varied, colorful and complicated life, with means to pay for the scenery and properties called for by the stage directions. For lack of a better word let's call them sophisticated."

He gives a specific instance of a sophisticate as a "man who lives alternately in country and city, drives a good car, belongs to a country club, runs over to Europe occasionally, spends a few weeks in Florida, has his clothes made by a good tailor, buys an occasional print, a painting or rare book, and knows something about rugs, wines, cigars, polo ponies and preferred stocks."

It is obvious that such a specimen is a rare bird. Undoubtedly there are men who do and buy the things he catalogues, but in my limited and circumscribed existence I have never met a man who could honestly claim a middling connoisseurship in so many fields. One man may, for in-

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Are We Yet Ready to Limit the Number of Retailers?

By H. H. Maynard

ONE attack on present organization of distribution is based on the assumption that there are too many retailers. One prominent magazine recently published a series of articles in which each line of retail trade was analyzed and in each case the conclusion was reached that one of the principal reasons for what was called the high cost of distribution was the fact that there were entirely too many stores and too many retail merchants. It has been pointed out that one person in every 20 is engaged in retailing, either as an employer or employee. There is one retailer for every three farmers and one for each four factory workers. There is one retail store for each group of 22 families in the United States.

© Brown Bros.

ALTHOUGH the country crossroads type of store is often looked upon as an obstacle to the lowering of distribution costs, it often happens that such an enterprise has a lower cost of doing business than have many of its urban competitors. Since the power of national advertising has placed all dealers in convenience goods on more or less of an equal footing, the greatest single factor in reducing the cost of retailing will be the efficiency of the individual merchant. The increased competition which the future promises will tend to eliminate the wasters without the necessity of any artificial limitations

Certain criteria for judging the necessary number of retailers have been proposed. It has been suggested that retail stores should be limited by distance; that is, grocery stores should be four blocks apart in our cities; there should be a drug store to each ten blocks on our principal streets, etc. Other suggestions would limit the number of retailers by setting a certain proportional relationship between the number of retailers and the population served by each retailer; would set a limitation by the average income per retailer; would advocate a licensing system which would allow a city council to use its judgment to decide whether a retail store was needed at a proposed location, etc., etc. Such proposals have not been considered seriously because of the realization on the part of the students of the problem that any such artificial limitation of the number of retailers is based upon a wrong assumption. Our whole business structure is based upon a theory of free competition and our business experience has not given us any reason to change this idea.

All proposals to limit the number of retailers assume that by limiting the number, the volume of business done by each remaining retailer would be increased. The further assumption is made that increase in the volume of business done would make it possible for goods to be sold at a smaller cost. It is, of course, true that the large retailer has a good many advantages which cannot be enjoyed by his smaller competitors. Careful systems of stock control, purchasing, credits, and more efficient advertising and personal selling can be used in a large establishment than in a small store. This is true because of the opportunity which organization gives for the use of specialists.

The small retailer, on the other hand, has some very definite advantages. The small specialty store in the heart of a retail district has the advantage of personal contact with its customers which is usually lacking in the larger stores. The proprietor has a personal interest in each customer and can buy his stock in accordance with the exact needs of his established trade. The owner of a small store can supervise his business more closely than can the executives of a large organization. The small retailer located in suburban districts has a very definite advantage in the sale of convenience goods. There is no reason to believe that in lines of retailing where the purchase of convenience articles is important, the small dealer will ever be replaced by the large store.

I do not believe that reduction in the cost of retailing can be accomplished by reducing the number of retailers. The one factor which will reduce this cost in the future is efficiency. The efficient merchant will not conduct his business in the future just as he is conducting it today, but very probably with certain changes, modifications in methods of doing business, and in the

type of organization which he conducts.

The fact that retailing as now conducted in cities is not perfect is shown by the changes which have been taking place in methods used and in the type of establishments themselves. The general store in the country village was the successor of the shop of the tinner, the cobbler, and the tailor of Colonial times. In the 1870's the department store was introduced in this country from Paris, where it had first been tried out. It had a rapid spread and many predicted that the large department store would soon be supreme. This has not happened and in fact there seems to be little, if any, tendency for increase in the proportion of the total retailing done by such stores. The department store has many advantages and many disadvantages as compared with the chain and specialty stores. It is not felt that their proportion of the business of the country will increase.

Just following the begininng of department stores in the United States, mail order houses got their start when Montgomery Ward started a supply house for Grange cooperative stores in the 80's. When the Grange experiment failed, the store entered the mail order business as now conducted. At the present time the mail order houses do 4 per cent of the retailing of the country and up to perhaps 20 per cent of the rural business. There has been no tendency for this proportion to increase in the last five years.

The coming of the automobile has made it possible for the farmer to do much of his business in the larger trading centers. This fact has resulted in decreasing the importance of the crossroads type of chain store. In the earlier history of the country, stores of this type carried both shopping and convenience goods. At the present time shopping goods

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Courtesy Editor and Publisher

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First views of the Houston Convention of the Associated Advertising Clubs of the World. Above is shown a view of the dinner given at the Houston Club on May 10 in honor of Lou Holland, the retiring president. Below, to the left, is Main Street, Houston, decorated in honor of the visiting delegates. The other picture shows the New York delegation at the Pennsylvania Station about to entrain for the trip

Herbert Hoover Said—

Notes from His Address of Welcome to the Delegates to the Houston Convention, A. A. C. of W.

OUR standards of living are much higher today than they would have been were it not for the part played by advertising.

These standards of living are sort of built up in layers. The lower layers are the plainest; food, clothing and shelter. Primeval nature herself stirs up enough emotions through hunger, cold and storms to keep "desire" vividly active in this end of the scale of living. But the moment we have got beyond this stimulus the advertiser has full swing in stimulating "desire" for better food, better clothing, better shelter, entertainment and so on over the whole range of the ten thousand and one things that go to make up superimposed layers of rising living standards. These upper layers have been added to, widened, and become more general because of advertising.

§

One profound economic effect of advertising is oftimes overlooked—its influence upon production. The general knowledge and rapid distribution of an article, which can only be accomplished through advertising, creates large production and thus lower costs and prices. Modern advertising is the handmaiden of mass production. Moreover, your convincing announcements of a multitude of improvements on everything spreads a restless pillow for every competitor and drives him to further and faster exertions to keep apace.

§

Some say that without advertising the subscriber would carry the burden; that is, he would pay the largely increased price necessary to support a publication which did not contain advertising. But all this is disproved by a simple test; publications which attempt to circulate without advertising seldom go far and generally fail.

There is a collateral to this independence and support of the press—that is the indirect financial lift given to our authors and illustrators. To command circulation, and therefore advertising, whether to a

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Herbert Hoover
U. S. Secretary of Commerce

particular class or to the public at large, there has come great competitive demand for the genius of the author and the artist. In bygone centuries these professions were compelled to seek out and flatter some patron—to live in an attic or in the patron's hall bedroom, and except on favored occasions to eat at the second table. But now the Midas of advertising has given them freedom and independence. They are so situated now that even they are susceptible to your wiles in stirring suppressed desires. Today there is no Grubb Street in our world.

§

There are some economic wastes which can be eliminated by advertising managers. One of these you are already attacking through your development of research activities. An advertising agency is a selling agency. The indispensable attribute of salesmanship is an understanding of the market. Competent salesmanship requires that its efforts be expended in territory and by methods which shall reach the maximum number of buyers at the minimum cost. It follows logically that sound market analysis must be an integral part of advertising salesmanship. All this requires hard, intensive, not superficial analysis. Research in those matters is like that in any other branch of economics. It takes time to develop experience and method.

§

Great advancement has been made, so great in fact that while advertising at one time may have been looked upon as a nuisance and an intrusion for the beguiling of the credulous only, it has now come to take a place as commercial news and as an economical method of salesmanship.

§

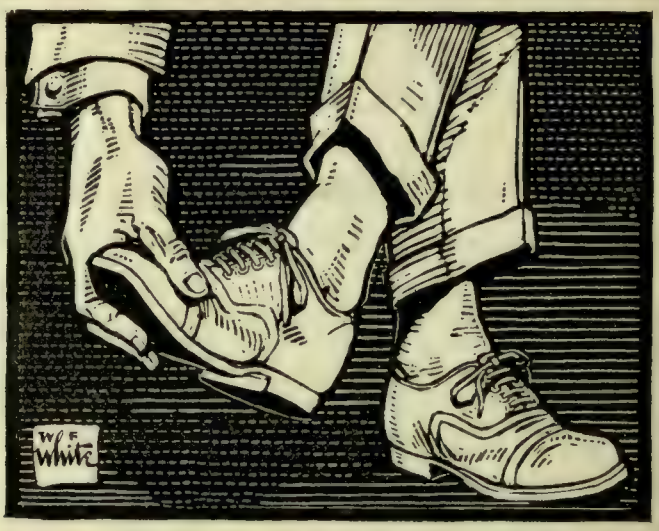
It is not too much to say that from all the many inventions and the multitude of ideas that are poured forth daily in the preparation of advertising there is emerging a science and a profession. It is becoming a science in its search for method and a profession in its skill of management.

§

American business needs a lifting purpose greater than the struggle of materialism. Nor can it lie in some evanescent, emotional, dramatic crusade. It lies in the higher pitch of economic life, in a finer regard for the rights of others, a stronger devotion to obligations of citizenship that will assure an improved leadership in every community and in the nation. It lies in the organization of the forces of our economic life so that we may strengthen the home and may produce happier individual life, more secure in employment and comfort, wider in the possibilities of enjoyment of nature, larger in its opportunities of intellectual life.

§

National character cannot be built by law. It is the sum of the moral fibre of its individuals. When evils which rise from our growing system are cured by live individual conscience, by initiative in the creation of voluntary standards, then is the growth of moral perception fertilized in every individual character.



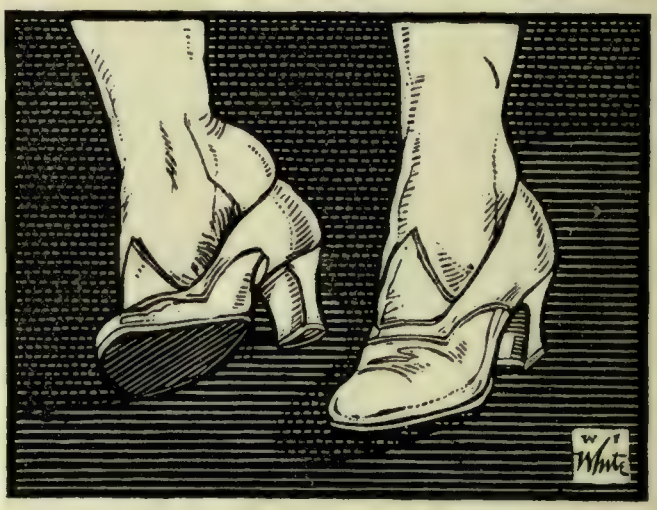


ILLUSTRATION plays a dominant role in the current newspaper campaign of Ground Gripper Shoes. "Does fatigue stalk in your shoes?" says the text, and weary extremities are pictured in a variety of excruciating poses—poses that will arouse many a sympathetic twinge from fellow sufferers. Here is an example of the frequently abused negative appeal, shrewdly and intelligently employed. The emphasis is shifted from shoes as such to comfort and relief from fagged out feet. Last December, in an article entitled "Finding Advertising Individuality for the Standardized Product," Ray Giles called attention to the noticeable similarity between shoe advertisements. For example he referred to four pieces of shoe copy, each of the same unit of space which appeared in one issue of *The Saturday Evening Post*. Each advertisement contained a big half-tone shoe. In refreshing contrast, this advertising of Ground Gripper Shoes breaks tradition and expresses in an individual manner the individuality of the product

Can We Overcome the Handicap of Too Much Advertising?

By John Benson

AS we look back upon advertising we see what a great force it has been, how effectively it has worked, on the whole. But that was under conditions which may not much longer prevail. The entire machinery of distribution is going to change. With a greater emphasis upon consumer demand than before, advertising appeal has a bigger responsibility to commerce.

In considering the future demands upon advertising, let us briefly review some of the handicaps which have developed in it and what must be done to overcome them.

In the first place, advertising *volume* is a handicap. There is now so much advertising that busy people, distracted by motoring, movies and radio, excited by sensational news, pay less heed to it. They glance at advertisements rather than read them. They get into their minds certain trade names flashed at them boldly and persistently, names which they more or less uncritically accept when pushed at them over the counter by a dealer. They still rely on the dealer to select for them any one of these trade names he prefers.

Consumers are probably in recent years being less influenced by advertising itself and more by the secondary effects of advertising upon the dealer's initiative. Advertising has acted more as a self-starter than as a driving engine of demand. It starts the jobber, it stocks the dealer, and the consumer falls in line as a rule. It does not convince the consumer as mail order does. It does not lead to a definite, active, well-grounded preference on his part. He knows names better than he knows products. The dealer still acts as his shopping adviser, for which he, of course, exacts a high rate of profit. He is in a position to exact it, both from producer and consumer.

The very volume of advertising blurs individual preference for an advertised product. There are others being promoted in much the same way, with much the same claims, in

John Benson
President, Benson, Gamble & Crowell

advertisements equally well groomed as to art, typography, headlines and borders. Individuality is accordingly submerged. The very effort to secure it by more distinctive and attractive display has tended to level up all advertising. Technique is far ahead of content. Magazines and newspapers are filled with good looking ads, little Lord Fauntleroys all dressed up and many of them with nowhere to go. They make in the aggregate a symphony of pleasing effect without the contrasting idea needed to arrest attention.

There are, of course, many notable exceptions; advertisements which are unique, informative and helpful. They serve to prove the rule.

What advertising needs is more individuality of thought, new points of view, interesting and informative copy. Irrelevant interest, curiosity headlines, pictorial attractions, are being overdone. There should be more direct appeal to self-interest, a more resourceful handling of the uses and merits of a product.

There is not enough grip in headlines to attract readers who are or may be interested in the product. Headlines should have more meat in them. They should convey the message at a glance. A hundred people glance at advertisements to one who reads the text. That larger audience must be influenced favorably and made to yield a better percentage of interested readers. It seems to me that the advertisement writer should follow more closely the technique of the news writer, in *satisfying* the public. He must give the reader something worth while for the pains of reading; otherwise the latter will quit. This is important, not only for the individual advertisement but also for the whole business of advertising. Unless people get something worth while out of advertisements, they won't continue to read them. They won't waste the time.

Advertising influence would be more effective if every advertisement would look through the reader's eyes and have his interest at heart. It should never mislead. It should never disappoint with bold, intriguing headlines and no substance to follow. It should avoid sweeping claims. It should be interesting and informative; sincere and specific.

This may sound simple; but it is often a difficult problem. Most merchandise is not very interesting. It is all so much alike to the unimaginative mind. If a product is worth advertising at all, however, it must have some vital aspects which can be presented from a fresh angle. The trouble with much copy is its lack of enthusiasm. It employs stereotyped superlatives. The copywriter does not immerse himself in the merit of that product, either from the maker's or the consumer's point of view. His own emotions never get fired. What can you expect but a dry, uninteresting piece of copy?

Take refrigerator advertising, for instance. Home refrigeration is a very interesting subject and it is progressing every year. New things are being developed by scientific research. The temperature required to keep different kinds of food is

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Building the House to Fit the Heater

How Our Advertising Campaign Is Changing Small House Architecture and Cutting Building Costs

By Walter S. Rowe

Advertising Manager, The Estate Stove Company, Hamilton, Ohio

DO you recall the O. Henry story about the shipload of women's shoes which went astray and landed on a South Sea island? The salesman who was sent to dispose of them found a decided lack of consumer acceptance for his product in that particular territory—no native had ever worn a pair of shoes, and the population was 99 per cent native. But he wasn't dismayed. He retired into the jungle and emerged with a large supply of sharp and insidious cockle-burrs. Then, in the dead of night, he placed them in the plaza and along the avenues where the wealth and beauty of the island was wont to promenade. You can guess the ending of the story—how the barefooted populace reacted to the cockle-burrs, how they hopped, skipped and jumped to the shoe store, and how, having formed the habit of encasing their feet in nifty high-heeled creations, they wore them ever after.

In the spring of 1921, the Estate Stove Company placed on the market a new type of heating appliance, called Estate Heatrola. A concise definition of the Heatrola may be taken from the headlines of the opening advertisement: "Now comes a heater that looks like a phonograph and works like a furnace. Installed in one of the living rooms, it heats the whole house."

The "Build Without a Basement" idea has created a market for the Heatrola where no market previously existed. It is revolutionizing small house construction with a cost reduction of approximately 15 per cent and it has made possible the sale of Heatrolas during the spring building season as well as the fall and heated with basement heating plants.

However, after the Heatrola had been on the market for about two years, we made quite an extensive investigation to learn who were buying the Heatrola and into what types of homes it was going. In traveling through the southern states, we learned that practically all modern small houses were being built without basements, and that the Heatrola was being installed as the heating equipment in many such homes. In Jackson, Mississippi, a $20,000 model bungalow had been equipped with the Heatrola. In Mobile, Alabama, a whole block of modern one and two-story houses had been designed specifically for Heatrola heat. A study of these houses showed that laundry, storage and other normal functions of the basement were being conveniently provided on the first floor of the dwelling, so that it was quite clear that the only reason for a basement was to house the heating plant.

Of course, the elimination of the basement meant a considerable saving in the cost of construction, and we reasoned that if cellarless houses were considered practical and acceptable in the South, why should they not be equally practical and equally acceptable in other sections of the country? There was no question about the ability of the Heatrola thoroughly to heat

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Portions of an address before the Semi-Annual Meeting of the Association of National Advertisers.

THE · EDITORIAL · PAGE

A Corporation's Audience

SINCE 1920 General Motors has made rapid headway in building up a fund of good-will for itself. This has been no accident, but the result of a carefully worked out plan of which two features merit special mention: the audience the corporation selected to whom to tell its story, and one of the units of its educational publicity campaign.

Following is the corporation's analysis of its audience:

First: Its stockholders and investors—the source of its capital.

Second: Its employees—the source of its labor.

Third: Those from whom it buys materials—its sources of supplies.

Fourth: Users of its products—its customers.

Fifth: The general public—its potential market.

A well-conceived campaign of education directed to these five groups could hardly fail to bear fruit.

The unit referred to previously as being worthy special mention is the folder which is sent out to all stockholders with their quarterly dividend checks, telling them what their company is doing and making them enthusiastic salesmen and saleswomen for General Motors. Each quarter's folder takes up a different phase or angle of the company's affairs and serves to educate as well as to enthuse.

A few years ago corporations regarded it none of their stockholders' concern what the company was doing so long as it paid its dividends. But the experience of General Motors and other pioneers in the cultivation of stockholder good-will proves conclusively that it pays to enlist their confidence and their active cooperation as well as their capital.

A Sales Manager's Responsibility

PROBABLY the sales managers of all concerns selling extensive lines have experiences similar to the one related to us recently by the director of sales of a large company manufacturing electrical goods.

There were four numbers in this concern's line which had "petered out." At one time they had been big sellers, but for nearly two years past only an occasional order called for any of these four items, and they were no longer worth cataloging and stocking. So they were withdrawn from the line and their manufacture was discontinued. Whereupon there began to be calls for these four numbers from all along the line and the salemen began to demand their reinstatement.

What had happened was that the salesmen had come to take these items for granted and had ceased to try to sell them; yet when they were no longer available they missed them at once and began to talk about them to their trade.

The sales director of this company blamed the salesmen for this situation, yet the responsibility was not entirely the salesmen's. The home office was just as much to blame, for it is a sales department's function to see to it that the men on the road are not allowed to become so accustomed to any of the items in the line that they neglect to talk about them.

It will prove decidedly worthwhile for any sales manager to go over his line several times a year for the purpose of locating "lazy numbers." These he can profitably bring to the attention of his men, putting it up to them that if they are not going to sell these items they will have to be taken out of the line. Or, if such is not the case, at least reselling the men on the items so that they will sell them again to their trade.

It takes eternal vigilance to keep any line selling actively throughout.

Publicity of Trade Complaints

IN spite of the vigorous protests of Commissioner Huston Thompson, it would seem that the new rule adopted by the Federal Trade Commission in regard to publicity is one of the wisest steps that this body has taken since its inception. The publishing of complaints which later investigation failed to justify has worked irreparable harm to many of the concerns involved, and has aroused an understandable animosity toward the Commission on the part of those firms. Furthermore, the Commission itself has been obliged to waste time and money in the prosecution of cases which, with a little cooperative understanding between it and the respondents, might have been adjusted without contest.

Unprejudiced and forward-looking business men recognize the present value and greater potentialities of the Commission as a constructive force in the world of economics. To realize these potentialities most effectively and in the shortest possible time it must have the whole-hearted cooperation and respect of business throughout the country. The Commission is to be commended upon removing the greatest stumbling block which has laid in the path of such understanding.

Let the Public Criticize

IN a recent address before the Washington Chamber of Commerce, Alvin E. Dodd, manager of the Domestic Distribution Department of the Chamber of Commerce of the United States, said: "People do not understand what takes place in the distribution of merchandise from the producer to the consumer, hence the difficulty in making them understand that it is quite as important a factor in fixing retail prices as is production."

It is unquestionably true that people do not understand the process of distribution, and it is our belief that a campaign of education along these lines, to be undertaken by organized advertising, would be far more effective than any campaign to "advertise advertising," such as is urged perennially. A campaign of this nature might subject some of the processes or agencies of distribution to public criticism. If so, well and good; it is high time we stopped trying to defend old practices and engaged the whole public in the problem of cutting the cost of distribution, in the interest of business and greater value for the consumer's dollar.

Determining the Buying Power of Periodical Readers

Some Interesting Results of the Research Being Conducted by the Agency Association

By Dr. Daniel Starch

THE first problem which our Research Department is undertaking to solve is a vital and interesting one, namely: What is the buying power of the readers of various periodicals? A reliable answer to this question should make it possible to know more accurately and intelligently how to reach the market for a given commodity requiring a certain buying power.

Our immediate objective in investigating this problem is to determine the most suitable and reliable methods for solving it. At the same time we are securing facts which will be of use in the final solution of our problem. Accordingly, we are approaching our task through four different methods:

1. The first method consists of checking through the subscribers' lists of some 75 leading periodicals for the purpose of determining the occupations of their respective readers. Occupation is probably as good a single index of buying power as there is. The method is being carried out with the subscribers' lists in four different cities. The four particular cities were selected for two reasons. The first is that we wanted cities of moderate size so that the first step in this task could be completed within a reasonably short period of time and the methods to be used for the more extensive study be decided upon as soon as possible. The second reason is that through special contacts which we are able to make in these cities the other methods which we are trying out can at the present time be best applied in those particular cities.

This method, namely, determining the occupations of the subscribers on the various lists, can be carried out very satisfactorily and a large number of names can be covered. However, it leaves open certain questions about which we are not certain. It is for this reason that we are trying out three other methods. In the first place, the checking of subscribers' lists does not tell us whether or not the same proportion of occupations is found among those readers who buy the same magazines at the news stands. They may or may not be the same, but we shall not know unless we make a study of it. Again, the checking of subscribers' lists does not tell us anything about the relative appeal or standing of the various publications in the minds of the readers.

Dr. Daniel Starch

2. Hence the second method is carried out by means of a house to house survey. This survey includes a series of questions designed in the main to determine the occupations of those who buy a given magazine on the news stands as compared with those who obtain the same magazine through subscription. In addition this survey will bring information about indices of buying power other than occupation. It will also bring information as to how a magazine is regarded in the home from the standpoint of appeal and standing.

3. The third method consists in making a news stand survey through personal inquiries of those who buy magazines at the news stands. This will furnish us a check as to the occupations and buying power of such buyers as these as compared with those who receive a magazine through subscription. According to our present plans, we are arranging for approximately 15,000 individual interviews by means of the house to house survey and the news stand survey. These surveys are being carried out through contacts with universities in various parts of the country which we have been able to establish. This, I believe, has two distinct advantages: a. keeping down the cost of this survey, and, b. making the survey in a purely impartial manner. The work is carried out in these various institutions by selected students in the field of Advertising and Marketing.

4. The fourth method consists of sending out by mail a brief questionnaire which is designed to determine the occupations and two or three other indices of buying power of the readers of various magazines, both with reference to those obtained through subscription and those bought on the news stand.

The results of the four methods will be checked against one another to determine their reliability and feasibility.

All four of these methods are now in operation. The first one, namely, that of analyzing the subscribers' lists, has been carried furthest. We are splitting up the subscribers of various periodicals into a considerably finer classification, so far as incomes are concerned, than has ever been attempted before. In checking through the subscribers' lists, the occupation of each subscriber is determined. Each occupation is classified into one of five

[CONTINUED ON PAGE 73]

BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn
INCORPORATED

An advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
W. R. Baker, jr.
Frank Baldwin
Bruce Barton
Robert Barton
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
Arthur Cobb, jr.
E. H. Coffey, jr.
Francis Corcoran
Margaret Crane
Thoreau Cronyn
Webster David
C. L. Davis
Rowland Davis
W. J. Delany
W. J. Donlan
Ernest Donohue
B. C. Duffy
Roy S. Durstine
G. G. Flory
R. C. Gellert
Geo. F. Gouge
Gilson B. Gray
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Clara S. Hawkins
P. M. Hollister
F. G. Hubbard
S. P. Irvin
Henry S. Jones
Charles D. Kaiser
Dorothy Kenney
R. N. King
D. P. Kingston
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
Harford Powel, jr.
T. Arnold Rau
R. C. Shaw
Winfield Shiras
Irene Smith
H. B. Stearns
John C. Sterling
J. Burton Stevens
William M. Strong
D. B. Wheeler
C. S. Woolley

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

Our grandfathers were not content with humdrum, commonplace bottles

A Sales-Sermon in Glass

By Marsh K. Powers

IT is easy to assume that the importance which is now placed upon distinctive packages is wholly a modern development, brought about by a recent awakening to the sales-making and sales-protecting potentiality of the individualized container, and to scatter unmixed and unqualified praises on our present generation for this addition to the science of selling. And yet the bitters manufacturers of the sixties and seventies "knew it all before us." Sixty-five years ago they were utilizing this sales strategy in a notable fashion.

In this case, as in many others, therefore, a little research goes to show that the vaunted "new ideas" are merely new wine in old bottles.

Illustrated in accompanying photographs are fourteen selected examples of the ingenuity of early American glassmakers in evolving distinctive designs. Almost any one of these could well serve as the inspiration or pattern for some present-day seeker for a distinctive bottle. Not all of these are bitters bottles—many are flasks intended for the reception of those commodities made illegal by Mr. Volstead's efforts.

The ribbed, pagoda-topped bottle, roughly suggesting a conventionalized log-cabin, bears the inscription

S. T. DRAKE'S
1860
PLANTATION
BITTERS

signifying that once-popular beverage which in its heyday was advertised in these glowing phrases:

PLANTATION BITTERS BY THE MILE—Messrs. P. H. Drake Co. last year sold nearly two million bottles of *PLANTATION BITTERS.* Allowing twelve inches to the bottle, set in a continuous line, they would extend three hundred and seventy-nine miles. What a nation of invalids we are! Just think of a stream three inches square, extending from New York to Buffalo, being swallowed by human stomachs in a single year. But people appear to thrive under it and repeat with pleasure. We are inclined to think that Drake Co. are entitled to the persimmons. Viva la Plantation, S. T. —1860—X.

The buxom "Indian Queen" was a saleswoman for "Brown's Celebrated Indian Herb Bitters." The barrel-shaped bottle once contained "Dr. C. W. Roback's Stomach Bitters."

The other bottles and flasks illustrated are not marked with the name of their original contents.

The slim, long-necked example was an apothecary's vial. Any modern manufacturer whose commodity should be recorked immediately after using could profit from this pattern, as this particular bottle will not stand up without support and hence would automatically compel its purchaser to replace the cork without delay.

The crying-baby's head would certainly be appropriate for any alleviator of juvenile woes, even though it originally sampled a beverage restricted to adult consumption.

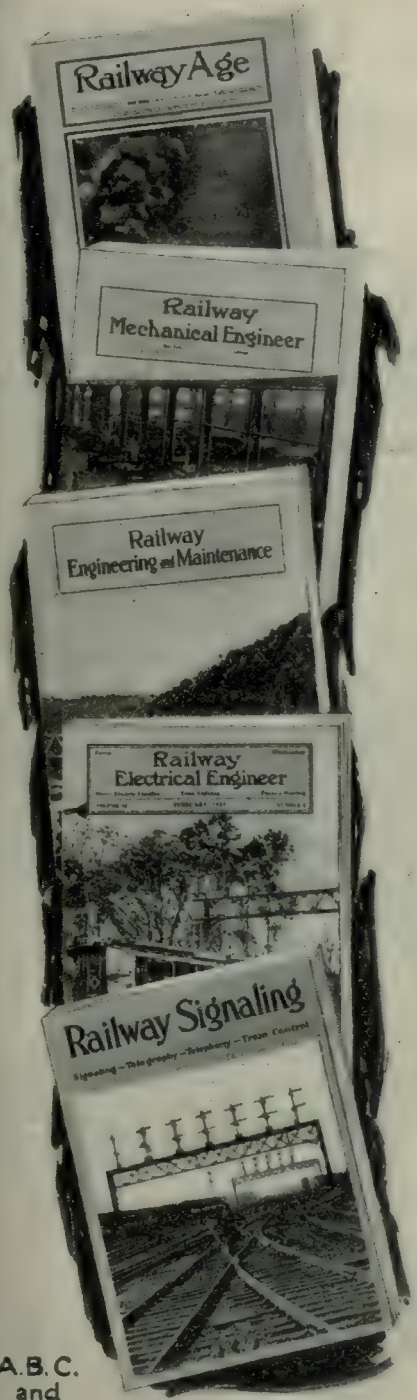
Each of the others, in its turn, suggests an appropriate modern application. Some are emphatically "mannish" in character, others are wholly feminine, as, for example, the lyre-shaped flask which stands between the gin bottle and Dr. Roback's package.

Obviously the realization of the importance of distinctive or artistic packages is no new discovery arrived at only through the all-conquering keenness of present-day grey matter. In fact, the evidence of these actual bottles should incline us, whenever we hear superlative praise of some alleged modern contribution to sales practice, to thrust skeptical tongues into our cheeks and wonder what earlier generation was first to utilize the "new" strategy.

The vendor of liquid merchandise who desires to delve further into the bottle lore of past generations will find collections of early American glass work in a number of museums as well as in antique shops.

The Indian lady in the center is a 60-year-old saleswoman

The Railway Service Unit



A.B.C. and A.B.P.

Direct Your Message to the Right Railway Men

through the five departmental railway publications which constitute *The Railway Service Unit.*

The departmental organization in the railway industry and the widely different railway activities make it necessary to gain, effectively, the interest and confidence of each department individually.

These five railway publications accomplish this by each one being devoted exclusively to the interests of one branch of railway service—and their effectiveness is shown by the classified circulation statements and the high renewal rate.

Our Research Department will gladly furnish analysis of the railway market for your products.

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street New York, N. Y.

Chicago: 608 S. Dearborn St. Mandeville, Louisiana
Cleveland: 6007 Euclid Ave. San Francisco: 74 New Montgomery St.
Washington: 17th and H Sts., N. W. London: 34 Victoria St., S.W. 1

Is Advertising Art Only the Step-Child of the Fine Arts?

By Heyworth Campbell

MANY, including Mr. Hine, the prominent English art critic, compared the drawings and paintings of the Art Directors Club's first Exhibition of Advertising Art on the whole most favorably with the current gallery exhibitions. This year's Show may or may not inspire such high praise. But what of it?

The art galleries will continue to display heroic, inspired examples that may never be matched in the field of the graphic arts. But how about the average? And thinking of the many dull and depressing canvases, I am wondering if the so-called fine arts may be justified in assuming an imperious, lofty-minded, high-plumed attitude.

Advertising art will always appear to be only the step-child of the fine arts when one compares the original canvases in the galleries with the final printed pages of periodicals. However, fairly judging the originals by Cornwell, Dunn, Biggs, Wyeth, Rockwell, Parrish, and an army of other equally talented artists, and temporarily eliminating display type, pictures of packages, coupons, and other ingredients that spell advertising, it must be admitted that a condescending attitude toward commercial art is uncalled for.

In any event, comparing advertising art with exhibition art is less important than demonstrating that good art and efficient advertising are synonymous. In this year's exhibition there is displayed a happy combination of better art in advertising, and better advertising in advertising art. Advertising illustration is not necessarily good in order that it may be artistic, but it is very sensibly recognizing the importance of good taste and respecting certain simple fundamentals of design in order that it may be good.

When Mr. Lasker said that advertising should not be expected to make successful a business that would not have been successful without advertising, he might have added that one should not expect art to be efficient in advertising unless that advertising would have succeeded with little or no regard for art considerations. Had this simple truth with reference to art and advertising been conceded prior to many advertising appropriations, vast fortunes and many failures would not have been charged up to advertising and to art.

Of this current Show—in fact, of any exhibition of advertising art—that peculiar individual who whispers mysteriously about merchandising as though it were a black art will surely say that this may be art, but is it advertising? Standing alone, the original drawings and paintings in point of conception, atmosphere, character, and rendering, might all have been made fiction illustrations. Occasionally one sees an automobile or an oil can worked into a composition, but you will have to refer to the proofs of the finished advertisements to realize that these paintings and illustrations were made for and successfully functioned as advertising.

The fact that these originals have the freshness, personality and freedom from restraint as though created for no other purpose than the mere joy of doing, and that in the completed pages they represent sound advertising, testifies to the sympathetic and intelligent understanding of the art director and the many other personalities entering into the problem.

It is my impression that one of the purposes for arranging these exhibits of the best in advertising art over the year was to establish a definite method of measuring and comparing the progress of advertising art. Compared to the previous exhibitions, the most extravagant optimist must admit that this year's Show just holds its own.

In the first exhibition held four years ago there was a great proportion of editorially brought up illustrators, such as Booth, Chambers, Cornwell, Falls, Gruger, Howett, Leyendecker, Morgan, Reuterdahl, Penfield, Rockwell, and hosts of others. Comparatively few of the exhibits in the first Show were by men primarily and exclusively identified with advertising; talented young artists who have been born right in the advertising field.

This year the proportion is reversed. A great many more of the exhibits are by artists discovered and trained in the advertising field and many of the most important exhibits are by this new group, which includes René Clarke, Spreter, Sundblom, Lees, Stoops, Hammer, Prince, Ruskin Williams, Helck, Pruett Carter and many others who might be mentioned. This is considered one of the most hopeful signs for the healthy progress of advertising.

"The Proof of the Pudding is in the Eating"

There Must be Some Plums in This Pudding

MANY inquiries are being made as to how *The Christian Science Monitor's* "new plan" is working out. (Under this plan three regional editions are published daily, carrying regional advertising at regional rates.)

April, 1925, was the first month of the new plan, and the Monitor's advertising lineage showed an increase of 44% over April, 1924.

Atlantic Central and Pacific editions.
Rates and circulation data on request.

The CHRISTIAN SCIENCE MONITOR

PUBLISHED AT 107 FALMOUTH ST., BOSTON, MASS.

BRANCH ADVERTISING OFFICES

NEW YORK
270 Madison Ave.

LONDON
2, Adelphi Terrace

PARIS
56, Faubourg Saint Honore

PHILADELPHIA
802 Fox Bldg.

CHICAGO
1458 McCormick Bldg.

CLEVELAND
1658 Union Trust Bldg.

DETROIT
455 Book Bldg.

KANSAS CITY
705 Commerce Bldg.

SAN FRANCISCO
625 Market St.

LOS ANGELES
620 Van Nuys Bldg.

SEATTLE
763 Empire Bldg.

PORTLAND, ORE.
1022 N. W. Bank Bldg.

Copy Cub Wants a Kennel—VI

Thinking in Terms of a Campaign

[Writing copy versus campaign-planning . . . determining the selling point . . . styling a campaign . . . merchandising a line . . . far-purposedness . . . mechanics of campaign-handling . . . result checking]

By Sara Hamilton Birchall

IT was in the spring of 1917 that I crossed the line which divides the copywriter from the advertising man. Up to then, I had written pieces of copy to definite assignments, other people determining the selling points, planning the campaigns and analyzing the results.

That spring I said goodby, one by one, to the fellows who had attended to these aspects of our promotion work. Goodby in Grand Central, as they entrained for Plattsburgh to the tune of "Over There." . . . Goodby with a waving handkerchief as they swung down the Avenue behind the Great Lakes band rolling out "The Maid of Amsterdam." . . . Goodby at the docks, when the transports silently slipped away at dawn.

Like so many other women, that spring, I took up a man's job; in this case the study of sales policies, the budgeting of a circulation-getting campaign, and the relation of money expended to money brought in. Advertising ceased to be a matter of fresh ideas, clever phrases, attractive layouts. It became a matter of merchandising principles, selection of season and media, and the economical handling of a restricted wartime appropriation to produce the highest possible results per dollar expended.

I spent most of that spring with the adding machine and an assistant who could do mental arithmetic. We analyzed several years of subscription advertising in newspapers, magazines and through direct-by-mail. We planned the fall campaign with anxious care. A proud person I was when my chief passed the plans. I felt that I had stepped across the line.

Many cubs find this step difficult to make.

It is! It makes you study as you never studied for your hardest exam. It makes you think till your brains squeak. If you want a cushy job where somebody else does the hard thinking and the tough scrapping and takes the blame when things go wrong, remain a copywriter. If you can turn a good phrase and present a fresh point of view with reasonable frequency, you may come to earn as high as $5,000 a year. But to get beyond that figure you must be able to pick a selling point, style a campaign, and merchandise a line.

WHAT is it to pick a selling point?

It means that you must be able to seize on the basic reason why John Bonehead and his wife will buy a certain given thing—a hair-net, a trip to Europe, a square-crowned hat instead of a round-crowned hat, a quart of milk that costs thirty-five cents instead of a quart that costs sixteen cents, an Airedale pup, a yeast-cake—and you must be able to present that basic reason in your advertising so as to make sales.

For instance, whoever hit on the idea of selling Fleischmann's yeast as a complexion-clearer and health-builder hit on a new selling point after the company had sold yeast as a bread-raiser for years and years.

The basic selling point may be fashion. Or healthfulness. Or economy. Or any one of fifty things. Not always is it obvious. For instance, you might think the only basis of getting women to buy *Vogue* would be as a means to smarter appearance involving more spending. Not so. Our "Old Faithful" begins "$2 Invested in *Vogue* Will Save You $200," and pivots on the phrase "The gown you buy and never wear is the really expensive gown." A lovely salve to the feminine conscience. And a splendid selling argument to give father when he makes out the subscription cheque.

Now and again a new selling point gets over only too well. Not so long ago we were hoist with our own petard on *Vanity Fair*.

In 1913 Mr. Nast bought two moribund little circulations and combined them under the name of *"Vanity Fair."* We started to build it up. The public took to it readily. But even as late as 1917 advertisers had a queer persistent notion that *Vanity Fair* was a woman's magazine, a sort of second-rate *Vogue*. Space-buyers gave the plums to *Vogue*. *Vanity Fair* got the leftovers.

THEN the advertising manager had a new selling idea. Men were reading *Vanity Fair* for the motor news and the men's fashions and the sports and the pictures of pretty women. Why not strengthen these features and go after men's wear advertising?

We did. For three or four years, we talked *Vanity Fair* as a man's magazine. We got a lot of advertising into the book. And then suddenly we woke to the horrible truth that we had sold advertising managers and space buyers so thoroughly on *Vanity Fair* as a man's magazine that a lot of advertisers wouldn't put any women's or general advertising into it! The funny part of it was that *Vanity Fair's*

[CONTINUED ON PAGE 68]

THE *INTERRUPTING* IDEA

NUMBER SEVENTEEN NEW YORK MAY 1925

FLAUBERT

"One would have to live two centuries to attain a true idea of any matter whatever"

Dramatizations

The solid old earth began to quiver and quake.

Its surface rippled with wrinkles. Rocks moved to and fro. People grew dizzy with the continuous rise and fall.

§

What had happened?

Each year had been compressed into a second. Each century's earth movements were happening in less than 2 minutes. And the earth which we all thought so stable was revealed as a shivery, shaky mass.

§

Thus, a dramatization out of science.

§

When advertising years are compressed into single experiences, they, too, dramatize the real nature of the progress attained.

The monthly sales figures resolve into pronounced up or down movements. Profits show in their true profit; results in their true result. Policies prove their wisdom; knowledge its depth. Service reveals its consistency; interest its sincerity.

§

So it is that an advertiser never really knows his agency until the years have had time to tell.

So it is that an advertiser who continues with his agency after three years, really pays it a more important endorsement than the advertiser who newly selects it.

§

What do the years tell of Federal?

In 1924, 89% of Federal's billing consisted of accounts which had been Federal's clients more than 3 years.

53% consisted of accounts which had been clients more than 7 years.

25% consisted of accounts which had been clients more than 10 years.

§

In this rarely paralleled record, is summed up those things about Federal service which are so difficult to say, yet so important to weigh.

§

"THE INTERRUPTING IDEA" *is also issued as an independent publication, printed on fine paper. Executives who wish to receive it regularly are invited to write to the* FEDERAL ADVERTISING AGENCY, *6 East 39th St., N. Y.*

Idea	Method of Protection	Requirements For This Protection	Duration	Comments
A TRADE-MARK Any device which identifies the origin of a product, telling who made it or who sold it.	Registration with the Patent Office, Washington, D. C.	A. Must be physically affixed to a product or its container. B. Must point distinctively to origin or product. C. Must be eligible for appropriation by one person to the exclusion of others.	20 years, renewable for similar periods upon expiration.	I. A word may be a trade-mark. II. The first to begin continuous use of a trade-mark is its owner for that class of goods, whether or not he registered the trade-mark. Registration serves to establish priority of usage. III. A trade-marked article can be made by another unless that article is patented. The trade-mark itself, however, must not be used by another for that type of product.
A TRADE NAME A name which applies to the *business as a whole,* not to an individual product.	Infringer can be restrained in court on grounds of unfair competition. In major cases, infringer can be hailed before Federal Trade Commission.	A. Owner of name must show in court that another is leading people to believe that they are purchasing from the original user of that name, when in fact they are buying from the infringer.	Perpetual.	I. The term "Trade Name" is used in a confused sense. A TRADE-MARK WORD IS NOT A TRADE NAME. There is an important difference between the two, both in their application and in the ease of defending their use against infringers.
A SLOGAN	A slogan as such cannot be copyrighted nor registered.			
AN ADVERTISEMENT, a piece of copy, an illustration.	Copyrighting with Copyright Office, Library of Congress, Washington, D. C.	A. Must represent an original intellectual effort. B. Must bear copyright notice when published, then submitted with application for copyright.	28 years, renewable once.	I. Copyright fee only $1. Procedure very simple. II. Must not be attached to product. If it is, it comes under the classification of labels.
THE TITLE of a newspaper, house organ or magazine.	Same as Trade-Mark. Registration with the Patent Office, Washington, D. C.	A. Must be physically affixed to the newspaper, house organ or magazine. B. Must point distinctively to origin of product. C. Must be eligible for appropriation by one person to the exclusion of others.	20 years, renewable for similar periods upon expiration.	I. The title is really the trade-mark of the publication. II. Does not include the title of a book (such as a novel or a text book). III. The phrase "Registered. U. S. Pat. Office" or "Trade-Mark Registered," or a similar phrase must always appear in conjunction with a trade-mark so registered.
A LABEL	Copyrighting with the Patent Office, Washington, D. C.	A. Must be attached to product. B. Must be descriptive of contents. C. Must tell who made the goods or who sold them.	28 years, renewable once.	I. Notice this is not copyrighted with the copyright office but with the patent office. II. A label differs from a trade-mark in that it is descriptive and in that the label includes the entire print while a trade-mark applies to the device regardless of the printed matter with which it appears on a package.
DESIGN OF FABRIC.	By securing letters of design patent, from the Patent Office, Washington, D. C.	A. Must be a new, original and definite form into which a physical substance is moulded or shaped, which gives it a distinguishing appearance (such as ornamental design or pattern of texture, or furniture decoration)	3½ years, 7 years, 14 years (optional).	I. This applies essentially to textile designs. II. The fee is nominal; varies with duration of patent.
AN INNOVATION IN PACKAGE CONSTRUCTION.	Patenting with the Patent Office, Washington, D. C.	A. Must be a new discovery or invention of an art, machine, manufacture, composition of matter, or else a new and useful improvement on one.	17 years, not renewable.	I. A new feature in the product itself, or in the construction of its package is especially desirable when the product is in the advanced competitive stage, since it provides to the product a basic point of individuality.
AN INNOVATION IN PACKAGE DESIGN.	Infringer may be restrained in court on grounds of unfair competition.	An advertiser cannot register a color, as such, as his trade-mark, but he may succeed in registering an arbitrary combination of colors used in conjunction with his label, as his trade-mark. An advertiser may restrain another from imitating the color scheme, package dressing or label arrangement, so as to be mistaken for his, on the grounds of unfair competition.		
AN INNOVATION IN THE PRODUCT ITSELF.	Same as innovation in package construction. Patenting with the Patent Office, Washington, D. C.			

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Legal Methods of Protecting Ideas in the United States

THE chart reproduced above, known as the Kleppner Chart, compares the legal methods of protecting ideas in the United States. It is reproduced from "Advertising Procedure," by Otto Kleppner, with the permission of Prentice-Hall, Inc., the publishers. As the chart shows, the creation and the protection of ideas and trademark rights is purely a matter of compliance with certain legal technicalities. A great many marks are not registrable under the present Trademarks Act, and many owners of trademarks fail to seek registration, even though they are entitled to it. At first glance this would seem risky. However, it is not incumbent to register a trademark in order to use it, and, theoretically at least, the owner of a mark is entitled to the same degree of protection whether registered or not. Registration, however, does offer tangible and concrete evidence as to the owner's rights, even if it adds nothing to the rights already possessed by the owner. Registration, furthermore, gives the Federal Courts jurisdiction over all cases of infringement or unfair competition in which the mark is involved. Moreover, registration is practically a necessity if the owner ever expects—or hopes—to sell goods under the mark in foreign countries.

Straight down the Middle

Your drive

for metal trade business will be "straight down the middle" if you use the dominant publication of the Industry—*"The Iron Age."*

For seventy years this master publication has served as the main reliance of buyers-in and sellers-to, the metal trades; right now practically every company of any importance is on the subscription list and 1450 representative industrials use it as their advertising medium.

No campaign for business from the world's greatest industry is complete unless *The Iron Age* carries your publication advertising and backs up your other selling methods. You are conspicuous by your absence when you are not included in the columns of "the World's Greatest Industrial Paper."

Write for rates today and start your drive for business "straight down the middle."

THE IRON AGE

239 West 39th Street, New York City

Controlling Tardiness and Absence of Employees

THE problem of controlling tardiness and absence on the part of employees, which one authority has estimated to vary from 1.5 per cent to 11 per cent per month in manufacturing plants, is covered comprehensively in a small booklet issued by the Metropolitan Life Insurance Company of New York. The existing situation is summarized and some methods of correcting it are outlined.

In the main, the best results have been brought about through: (1) Keeping accurate records on the basis of which intelligent action can be taken; (2) devising a system of rewards, to take any one of a number of forms, which will be effective with respect to the majority; (3) handling persistent cases in individual ways; (4) keeping everlastingly at it.

The imposing of fines, or the "docking" of wages, for irregular attendance is an old practice and one which has met with only indifferent success at best. People, it has been found, usually respond more quickly and willingly when offered a reward than when threatened with a punishment. These rewards may be of various kinds—cash, extra time off, special privileges, or pride in the accomplishment of a definite task with the accompanying approval of one's fellow workers. Whatever the nature of the incentive, the unit of time in which it is possible to earn it should be reasonably short.

One plan which has produced satisfactory results provides for a cash payment of 10 per cent of one week's salary (maximum bonus not to exceed $6) to any home office employee, a record of whose attendance is kept, who has a perfect record for any thirty consecutive business days. Failure to return promptly to one's desk following the lunch hour is equivalent to a tardiness. A feature which distinguishes this from certain other plans is that it offers a continuous incentive; a clerk may begin a new period the day immediately following an absence or tardiness. In addition, each department is furnished with a monthly statement of its tardiness rate together with that for other departments of the division of which it is a part, and for the company as a whole. Persistent cases of lateness are handled individually by the personnel division and may be made the cause for withholding of salary increases, or, in extreme cases, for dismissal. Since this plan was adopted, the tardiness rate has shown a steady decline.

Somewhat similar are the steps which have been taken by the Procter & Gamble Company of Ivorydale, Ohio, and the United Engineering and Foundry Company of Pittsburgh. The former pays weekly a bonus amounting to four cents an hour to the employees with perfect records with a resultant 33⅓ per cent reduction in absenteeism. The latter has evolved a scheme of interlocking bonuses which aims to provide vacations with pay. For perfect attendance the company sets aside each month an amount equal to 5 per cent of the employee's wages for the same period. The bonus is paid semi-annually with an "allowed absence" of six days in any bonus year without deduction.

THE arrangement of the New York Stock Exchange is an example of an incentive which takes the form of extra time off. Any employee who succeeds in completing three months with a perfect attendance record from any date receives a green certificate which allows him one day's leave of absence with pay at any time when prearranged with his department head. Upon the completion of four consecutive quarters of perfect attendance from any date, he receives a gold certificate which entitles him to three days' leave. It is thus possible for an employee to secure an additional week's leave of absence with pay during any twelve months. Honor days, as these are called, have no cash surrender value, and the honor day record is not considered broken because of absence or lateness due to certain specified causes. Honor days earned in any calendar year must be used by December 31 of the following year. In dealing with persistently late employees, the personnel department strongly emphasizes the fact that such lateness is fundamentally an act of dishonesty. In extreme cases only is the penalty of discharge exercised.

The development of a competitive spirit between departments is the way in which The Peoples Gas, Light and Coke Company of Chicago handles this problem. A monthly report showing the rating of all departments is sent to each department head. These are posted on the bulletin boards for the inspection of the employees and are discussed at the meetings of the department heads.

THEIR responsibility and opportunity to deal with the abuse in a personal way rather than by rules are strongly emphasized. The plan has been in effect since August, 1921, and, according to the company, it is working. However, they have found that it requires constant pegging away by and at department heads in order to keep the enthusiasm for it alive.

Another company which follows a similar plan is Pomeroy's, a department store of Reading, Pa. They have effectively used their house organ, "The Store Booster," in stimulating pride in accomplishing a year's perfect attendance record. The October, 1924, issue of the magazine contains photographs of ninety-nine employees who succeeded in achieving such a record. The store also presented a five dollar bill to each.

Some firms succeeded in materially reducing time lost through irregular attendance by tying up the matter with other company plans. Such a concern is the Wooster Brush Company of Wooster, Ohio. This company has an extra compensation or premium plan designed to increase production. Before an employee is eligible to participate in this, however, he must put in at least 95 per cent of the total working time for the premium period, which is one month, and he must not be late more than three times during the same period. The company reports that this method has reduced the time lost to practically nothing. Several years before this plan was in operation, they found that using a time clock which stamped the tardy employee's time in red produced a good effect.

An Open Letter to Makers Of Everything for the Home

From your Prospects

HOME of OWNERS
SMALL TOWN AMERICA

Gentlemen:

Recently 26965 of us home owners and householders living in and around the Small Towns of America replied to a question by the Editor of THE HOUSEHOLD MAGAZINE on Home Improvement.

65% of us told her we are about to make improvements and what kind. As we constitute what you would call a large "cross section" of the THE HOUSEHOLD MAGAZINE'S circulation, we represent nearly a million families in Small Town America THAT ARE RIGHT NOW IN THE MARKET FOR YOUR GOODS.

11% of us specified paint; 10% of us Building Additions; 7% New Houses; 8% Water Systems; 7% Bath Rooms; 6% Electricity; 4% New Furniture; 2% Porch Screens; 4% Furnaces and so on.

Which BRANDS shall we buy? That depends on two things:

Which of you think we are a sufficiently desirable market to tell us about your brand in the publications that come regularly into our homes and

Which of you see that our Small Town dealers are stocked with your goods. Most of us deal with 103,120 merchants that are also subscribers of THE HOUSEHOLD MAGAZINE.

Trusting we shall hear from you through THE HOUSEHOLD MAGAZINE, we are

Sincerely yours,

Household Subscribers.

The HOUSEHOLD MAGAZINE

More than 1,650,000 Subscribers

Advertising Headquarters
608 South Dearborn Street
Chicago, Illinois

TOPEKA, KANSAS
Arthur Capper
Publisher

Eastern Office
120 West 42nd Street
New York, N. Y.

Where Waste Most Often Occurs in Direct Mail Advertising

By Homer J. Buckley

OF all the places in advertising where the mass selling appeal should be limited, it is in direct mail advertising. I don't mean by this that the mass selling appeal should not be used at all, but I do want to emphasize that its use should be restricted—very materially restricted—if we are to eliminate much of the waste that is now taking place in this medium.

In nine cases out of ten mass selling appeals have no place in a campaign of direct mail advertising, and if I were to analyze the failures reported in such campaigns I would invariably attribute the reason to this "bogey" which I have chosen to call mass appeal of copy preparation and circularizing.

It's the lazy man's way—and more often the inexperienced practitioner's method—of conducting a direct mail campaign. This sort of campaign is one where a piece or a series of mailing pieces are sent to a mass list of names, without the specific classification of prospective buyers being carefully studied. No analysis is made to ascertain the buying habits—whether urban or R. F. D., rated or unrated, department store, chain store or small town dealer, or dozens of other important angles which enter into a merchandising campaign.

This carelessness is going on to a surprising extent *all the time.* It is not alone confined to small concerns, but it is found among experienced agency men and advertising managers who ought to know better, but who are prone to treat direct mail as only an incidental part of their program of advertising.

This indifference may be likened to an advertiser running a general publicity campaign and using the same page copy in agricultural papers that is run in newspapers or industrial business papers. The efficient advertising man will see to it that there is copy prepared to fit the types of reader of the various types of mediums on the list of publications he is using. But when it comes to his direct mail, he just shoots the same broadside, booklet or folder to his entire list, regardless of classifications. This is all wrong; it creates waste, damages the effect, and retards the results.

Homer J. Buckley
President, Buckley, Dement & Co.

Successful direct mail advertising is a highly specialized business, calling for the best brains in the preparation of copy, classifications, study of lists, and selection of the type of mailing pieces that will prove most effective to the various lists that are to be covered. Careful thought should be given to the number of times the prospect should be covered and during what length of time, so as to tie in most successfully with the general advertising and merchandising program. The omission of any of these points, or an error in judgment—which is often based on guesswork instead of experience—very frequently results in failure and waste.

Third class mailings are often employed when they are a criminal waste of the advertiser's money. Some advertisers depreciate the value of letters and will not use them in a campaign, yet the letter is the ace in the deck of a series of direct mailings, if judiciously employed. I say "if judiciously employed" advisedly, for the letter is more often abused than otherwise.

Direct mail copy, be it for a mail order piece or designed to parallel personal selling to get an inquiry, is the most difficult kind of advertising copy to write. Men who are versatile copy space fillers for general publicity are not as a rule successful direct mail copy men. The whole approach is different. A man of this type is invariably skilled in writing to the mass reader mind, but when it comes to the direct-specific appeals, he falls flat.

I have known men who are positive genuises in writing newspaper or magazine copy, but who are miserable failures at writing a sales letter, folder or other mailing piece, and the exception to this is rare. Of course there are men who can and do write mass appeal copy for direct mail, and this literature I classify without hesitation as waste. Unfortunately there is much of it going out all the time.

The specific requirements in the preparation of successful direct mail advertising are training and experience, combined with a thorough understanding of: (1) The product—its merchandising angles, and competition; (2) the lists to be covered and most effective method of classifying them according to buying habits, etc.; (3) the ability to produce the type of copy appeal of direct and specific interest related to each group at the point of purchase; (4) the mechanics of direct mail pieces and their specific application to each class; (5) the follow-up—when, where and how employed.

In other words, direct mail advertising today calls for a high order of application, an understanding of fundamentals, and practical operation in mastering essential details if waste is to be eliminated. There is a crying need for men in direct mail who can measure up to these standards.

EVERY SALESMANAGER Should Study This Chart

Containing excerpts from letters written by some of America's most famous advertisers, telling of *sales results* attained in New York through the use of Interborough Subway and Elevated Advertising, and their general high regard for this medium.

ROYAL SCARLET FOOD PRODUCTS

". . . and after one year of poster work with your good company, we are very glad to advise that results have proven highly satisfactory.

Our sales in the territory covered have increased thirty per cent during the period."

A. P WILLIAMS
President

O'SULLIVAN HEELS

"We cannot refrain from writing to tell you how splendidly our sales have increased during the first four months of this year (1924). New York continues to be our banner territory."

ROBERT H. CORY
President

IDE COLLARS

"Our business in New York has steadily increased year after year, and it is our belief that this is in no small measure due to our steady advertising in the cars of your company."

IRA FLEMING
Advertising Manager

BORDEN'S MILK

". . . our sales in New York City have mounted steadily and we can come to no other conclusion than that our advertising in the Interborough Subway and Elevated has had a real share in building our business."

STUART PEABODY
Advertising Manager

WRIGLEY'S GUM

"Buying space continually for that number of years (20), and increasing our showing whenever we have an opportunity to do so, is the very best evidence that we can offer of what we think of your service."

WM. WRIGLEY, Jr.
President

HOLEPROOF HOSIERY

"In our recent special campaign on the new Holeproof Exx Toe, we have had an opportunity of checking results directly . . . . and I think it no more than right to let you know that these results were highly satisfactory."

W. W. FRESCHL
Vice-President

THE MENNEN CO.
TOILET PREPARATIONS

"In view of the fact that we have been using this service so long, we necessarily must have renewed our contracts several times, which means we must think well of the service. We don't know of any better way of covering the New York Metropolitan district."

WILLIAM G. MENNEN
President

THE POMPEIAN CO.
TOILET PREPARATIONS

"The buying capacity of New York City staggers the imagination, and the way your service reaches that field is a gratifying thought to the advertiser."

W. W. WHEELER
Vice-President

LIFEBUOY SOAP
LUX and RINSO

"All advertising is said to be good but some is much better than others, and we consider the cars you control to be an excellent advertising 'buy'."

F. A. COUNTWAY
President

SUNKIST ORANGES

"We have been using your advertising service continuously since December 1, 1916, and consider it to be a vital part of our advertising plan for the New York market."

PAUL S. ARMSTRONG
Advertising Manager

BEECH-NUT PRODUCTS

"Needless to say we firmly believe that your posting space has been of real help in stimulating the sales of Beech-Nut products."

S. VAN WIE
Advertising Manager

NUJOL

"We consider the Interborough Rapid Transit Subway and Elevated one of the best car card advertising mediums in the country."

STANDARD OIL CO. (N. J.)
C. L. Bowman

DEL MONTE PRODUCTS

"We cannot speak too highly of the service you have rendered us in the past and the fine spirit of cooperation evidenced by all members of your staff with whom we have come in contact."

W. E. LOUCKS
Promotion Manager

MAXWELL HOUSE COFFEE

"The results we have secured have been extremely gratifying to us, for they have exceeded even our highest expectations. We have always felt that your medium has played a great part in the success we have attained in the New York market."

FRANK L. CHEEK
Vice-President

DOMINO SUGAR AND SYRUP

"To have the confident feeling that Artemas Ward, Incorporated,—and Louis Cohn, personally,—are always back of every contract to the limit of their power, gives the advertiser a peace of mind which surpasses understanding, as it also surpasses any attempt to put it in words."

EARL D. BABST
President

N[illegible]NAL
[illegible] Co.

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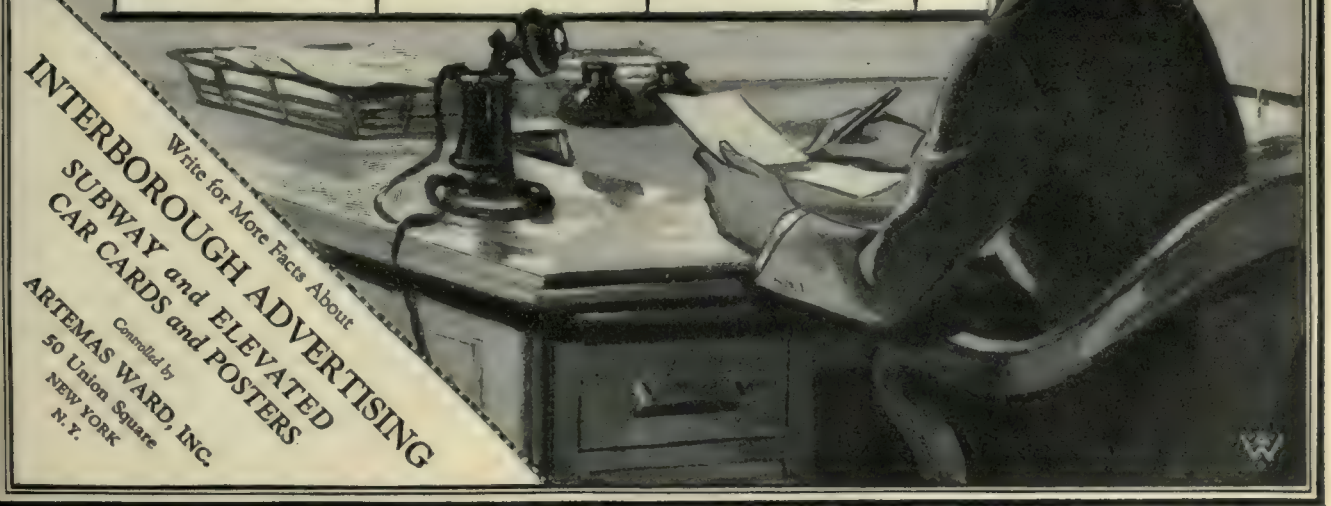


THE 8-pt PAGE

by Odds Bodkins

THERE has come to my desk a copy of *The Carter Times*, house-organ of the Carter White Lead Company, which is unique in that it is a twentieth anniversary issue. A 20-year-old house magazine is surely worthy of respect when one takes into consideration the high infant mortality of such publications!

Interestingly enough, the leading article in this issue is the announcement of the installment plan of selling painting and decorating. The application of the installment plan to the financing of painting is a significant new development, and I was much interested to learn just how the scheme is worked out. Perhaps the readers of this page will be equally interested. I quote from *The Carter Times:*

How an Installment Contract Works Out

If the estimated cost of the job is..	$150.00
Painter will add 9%	13.50
Total contract price	$163.50
20% payment to painter	32.70
Balance payable to Finance Company in ten monthly installments of $13.08	$130.80
Owner pays no other charges. Charge for credit investigation, collection, risk, interest and service	13.50
Cash received by painter from Finance Co.	$117.30
Cash received by painter from home owner	32.70
Total cash received by painter....	$150.00

The minimum finance charge is $9.00 with no extra charge for credit investigation.

In Chicago the other day I talked with the vice-president of a company in another "household necessity" line, and he said that his own and another important industry were working out a similar time-payment plan. It is easy to foresee that before long it will be possible to make all major purchases and expenditures on the deferred payment plan; and that any individual industry or company that holds out will face difficult competition.

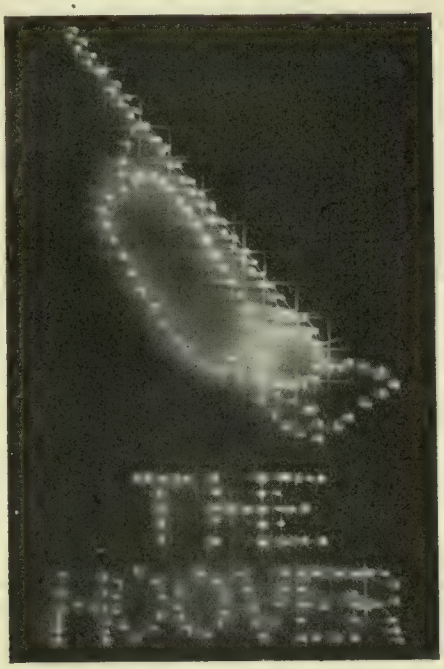
—8-pt.—

This, from a General Motors advertisement published in business and financial papers, strikes me as being exceedingly well put:

"Shakespeare created his characters in three ways: what he made them do, what he made them say, and what he made others say about them. These are the three ways we take the measure of a man, a group of men or a corporation."

—8-pt.—

Sanger Brothers, authorized Hoover dealers for Dallas, Texas, have discovered—or should I say "invented"?—a new outdoor advertising medium. One would have supposed that with lithographed and painted displays and electric signs, and advertising automobiles and kites and calliopes, the field would be pretty well exhausted. But not so! Sanger Brothers discovered that very effective outdoor advertising could be done with fireworks, as witness.



It seems that each year these enterprising Hoover distributors stage a big party at the fair grounds and invite everybody in Dallas. At the last party the program wound up with this big Hoover set piece, which not only burned "The Hoover" into the minds of the spectators, but edged into the papers and the movies and got itself talked about all over Texas. That's what generally happens when one does something unusual!

—8-pt.—

"Wage earners buy Ford cars for many reasons," says Charles Percy of Cleveland, "and more often than not the reason which a wage earner will give for buying a car can be properly termed a 'conscience appeaser'."

The "conscience appeaser" is a common sales phenomenon, but it seems not to be understood by many salesmen and advertisers. They try to argue with prospects about whatever it is they are trying to sell, instead of getting around on the other side of the problem and helping the prospect excuse himself for buying!

—8-pt.—

While out West recently I noticed a safety slogan on the buses which says a great deal in four words:

"Courtesy will prevent accidents."

Selling safety via the courtesy route is appealing, and it should be effective.

—8-pt.—

On the evening of the last day of April the friends of Frank Blanchard tendered him a dinner at the McAlpin Hotel in recognition of his service to advertising in an educational way during the past twenty years. F. B. organized the first resident advertising course ever given, back in 1905, at the Twenty-third Street Y. M. C. A., New York, and he has conducted a class there every year since. Many of the men who today stand high in advertising learned their first lessons in agate lines, copy and layout under Frank Blanchard. The McAlpin dinner was well deserved recognition.

—8-pt.—

Although professing righteous indignation over the idea of press agentry, secretly I cannot but admire the perspicacity of whoever is behind the publicity of the General Airways system in sending two grand pianos to Washington by air freight. Could they have selected anything that would have more quickly or more convincingly "caught" the mass mind than grand pianos? In the popular imagination they stand, not merely as musical instruments, but as symbols of weight and bulky unwieldiness, combined with delicacy and intrinsic value.

No wonder editors "fell" for the story!

—8-pt.—

Well, if it doesn't accomplish anything else of benefit, the new postal rate schedule will result in a lot of house-cleaning of mailing lists. And I know of a number of concerns that could pay the new rates, and still save considerable money if they would cull out the dead names and the duplicates!

Delicatessen Wives?

NUMEROUS in the city; almost unheard of in the country!

Less than 50 per cent of the city families do their own baking, whereas 94 per cent of farm families bake their own bread and pastry. The family flour consumption is divided as follows: strictly farm families, 55.34 per cent; town and village families, 12.21 per cent; families in cities of 5,000 to 25,000, 9.58 per cent; families in cities over 25,000, 22.85 per cent.

Obviously it is to the farm families that flour manufacturers must direct their advertising if they are to have an influence in the selection of over one-half of the "family consumed" flour of the nation.

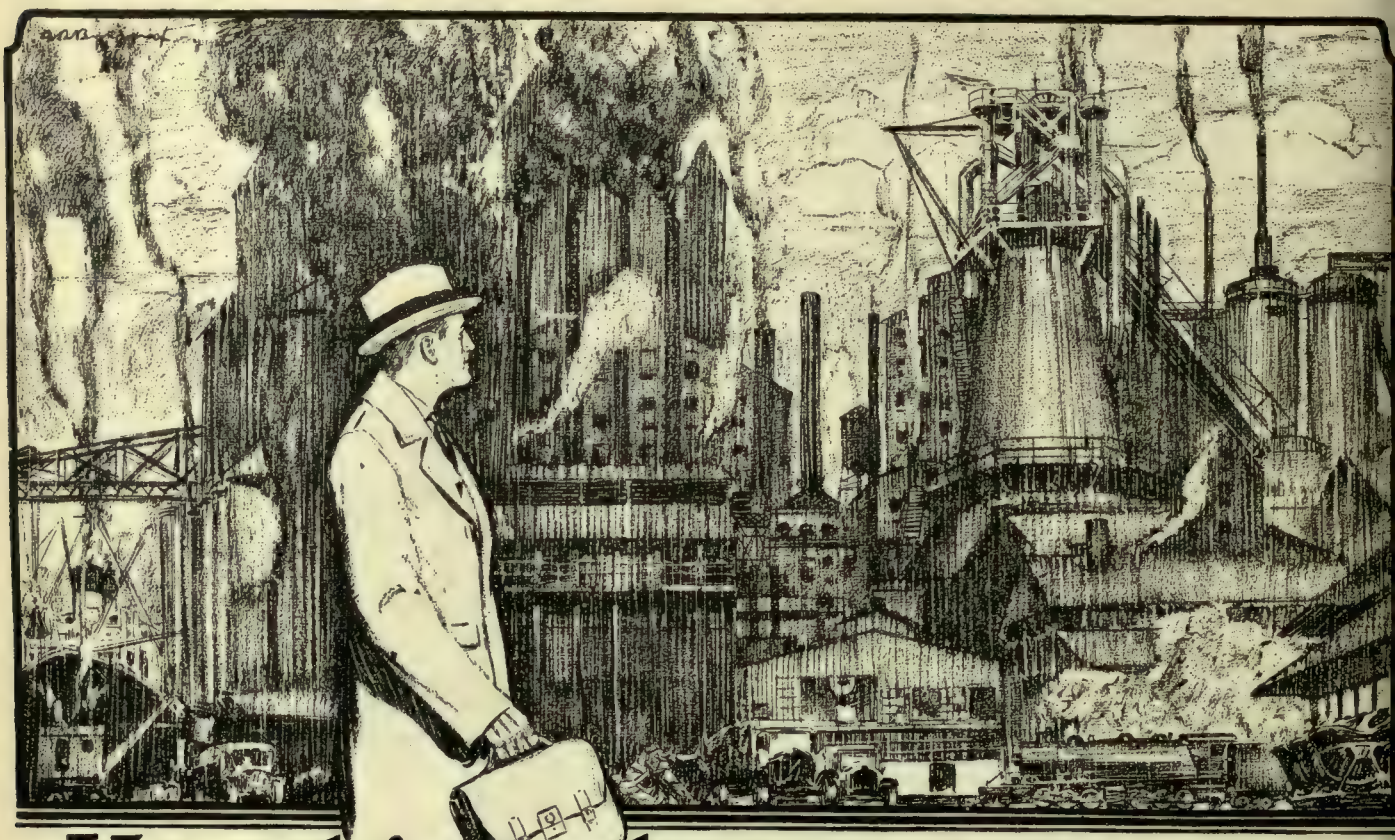
The buying of flour is a very definite and conscious transaction on the part of farm families. Each family buys an average of 100 pounds at a time. The Farm Journal subscribers alone buy 4,230,000 barrels a year. Their average consumption is 690.9 pounds.

Whose brands will they buy? That depends upon what flour advertising they read in The Farm Journal, whose more than 1,200,000 subscribers may be reached at the small cost of less than ¼ cent per page per family.

The Farm Journal

first in the farm field

PHILADELPHIA NEW YORK CHICAGO BOSTON SEATTLE SAN FRANCISCO LOS ANGELES



How big does the *Industrial Market* look to you?

MEASURED by the yardstick "volume," the industrial market as a whole staggers the imagination. The figures are so stupendous, they require a rearrangement of the powers of comprehension before one can think in comparable terms.

Measured by the number of potential buyers, the industrial market becomes alluringly small, for 95% of all industry's purchases are made by 115,000 plants. These include everything from the great industrial works to the little shops with a big future. The remaining 5% is widely scattered, of uncertain stability and low potential. They are beyond the border line of profitable selling.

The obvious economy of selling only where sales are profitable, points directly to the need for concentration of sales and advertising on worth-while markets. Market determination and sales analysis loom big as the first steps toward lower cost of distribution.

Scientific selling simply means the study of markets and the intelligent cultivation of those buyers whose purchases are large enough to justify the effort to sell them.

Four principles of Industrial Marketing

As a preliminary to selling, four basic facts should be determined (1) What are the worth while markets (2) What are the

buying habits of these markets (3) What is the most direct approach to them (4) What appeals will have the greatest influence on their buying.

The classification of industrial markets is not difficult. Industry's needs are known and buying habits are well established.

Any manufacturer selling to industry can segregate his prospects with certainty. He can reach them directly and with a definite knowledge of what appeals influence their buying. Information which will aid him to do this is available through the McGraw-Hill Company.

Numbered among the manufacturers who are following these principles of scientific selling and advertising are many of America's Industrial Leaders. Among them also, are numerous smaller manufacturers whose real success started when they changed from promiscuous selling to concentrated effort.

The Industrial Market at a glance

Group	*Units*		*Purchases*
Mines and Quarries	**11,400**		**$1,000,000,000**
Public Utilities	**26,680**		**4,000,000,000**
Power Plants (over 250 H.P.)	**16,000**		**Included in other groups**
Construction	**7,500**		**2,500,000,000**
Manufacturing	*Class* A	B	
Process Industries	**7069**	**6285**	**12,700,000,000**
Mechanical Industries	**7981**	**5213**	**5,900,000,000**
Textile Industries	**5544**	**4847**	**4,500,000,000**
Lumber Industries	**3531**	**3546**	**1,200,000,000**
Miscellaneous	**4717**	**5488**	**3,700,000,000**
Class A (50 or more workers)			
Class B (21 to 49 workers)			
Total	**115,801**		**$35,500,000,000**

The above changes somewhat from year to year due to growth, mergers, etc.

A service of unique value

The McGraw-Hill Company has been of definite assistance to many of these manufacturers. They were able to bring to the consideration of plans a fifty years' knowledge of industry, unique and unmatched.

Other manufacturers who desire to fit their sales and advertising plans to present-day needs and opportunities, are invited to counsel with the McGraw-Hill Company.

A recent survey of the buying habits of industry has been published under the title of "Industrial Marketing". This graphic analysis will be sent, upon request, to any manufacturer (or advertising agent) whose market embraces the industries served by the McGraw-Hill Publications.

McGRAW-HILL COMPANY, INC., NEW YORK, CHICAGO, PHILADELPHIA, CLEVELAND, ST. LOUIS, SAN FRANCISCO, LONDON, PUBLISHERS OF

Mc GRAW-HILL PUBLICATIONS

REACHING A SUBSTANTIAL MAJORITY OF THE POTENTIAL BUYERS IN THE INDUSTRIES THEY SERVE

Electrical
ELECTRICAL WORLD
JOURNAL OF ELECTRICITY
ELECTRICAL MERCHANDISING
RADIO RETAILING

Mining
COAL AGE
ENGINEERING & MINING JOURNAL PRESS

Industrial
POWER AMERICAN MACHINIST
CHEMICAL & METALLURGICAL ENGINEERING
INDUSTRIAL ENGINEER

Overseas
AMERICAN MACHINIST (EUROPEAN EDITION)
INGENIERIA INTERNACIONAL

Construction & Civil Engineering
ENGINEERING NEWS-RECORD
Transportation
ELECTRIC RAILWAY JOURNAL
BUS TRANSPORTATION

This advertisement is the second of a series to appear in the following newspapers—*New York Times, Philadelphia Public Ledger, Pittsburgh Gazette-Times, Cleveland Plain Dealer, Detroit Free Press, Chicago Tribune* and *New York Herald-Tribune;* in the following advertising papers—*Printers' Ink, Advertising and Selling Fortnightly, Sales Management;* and also in all of the McGraw-Hill Publications. The purpose of these advertisements is to arouse a national appreciation of the need for improving industrial sales efficiency, also to awaken a keener interest in the correct principles of industrial advertising and selling.

The Sweeneys Versus the Stuyvesants

[CONTINUED FROM PAGE 18]

stance, know something of preferred stocks, wines, cigars, and horses, but he buys rugs and pictures and books on the advice of somebody else, or because somebody else who represents good taste and the proper thing to him buys them.

I HAVE met a well-known and wealthy horseman who buys pictures, but always pictures of horses. He bid six hundred dollars one day for a huge, dingy painting that showed among other things two horses coming down a hill. He bought it, he said, because it was the most natural action of horses going down a hill that he had ever seen. When Duveen had the canvas cleaned, he found it was a lost work of a very famous Dutch artist, and the owner was immediately offered ten times what he had paid. But the old gentleman preferred to keep his picture, not because it was an old master but because it was a good picture of something he loved and understood—horses. A limited sophisticate!

I recall a certain millionaire who bought a new house, remodeled and refurnished it regardless of expense, and moved in. Then he decided they needed some pictures. So one day the whole family piled into the White sedan, drove to the galleries, and selected dozens of pictures. The only restriction on their choice the head of the family made was that no picture should cost over twenty-five dollars. So they bought anything from ten inches of exquisite water color to one horrendous seven-foot canvas of a flock of sheep, bad enough to engender a life-long hatred of mutton. But in very many other respects this man was a very sophisticated person.

Sophistication is limited in anybody. We might compare a human being to a partially cut diamond, with one or more brilliant facets, but the rest of the stone as it came from nature. Our sophistication is our facets. Nobody's is comprehensive.

Another instance: a musician—teacher, singer, composer, celebrity in his world—kept all his money in bills in an old trunk, gave over the family bathtub one time for two weeks to a new hatched brood of ducklings, spent his summer in the country barefoot, and adored boiled wax beans smothered in hot sour milk. In music this man was an ultra sophisticate; in other respects he was extremely unsophisticated.

The most sophisticated man I have ever known (in Mr. Calkins' sense of broadly and richly lived and travelled) was a morose jumble of inconsistencies; puritanically intolerant in many ways, but sentimental as a musical comedy milkmaid. He was the first crossword puzzle fan I ever knew. The only effect of advertising on him that ever came to my notice was to sell him a device to clean a pipe. And not so long ago he committed suicide in a very sophisticated and gentlemanly way, with a minimum of mess and considerable consideration for the folks who had to relay his remains to the crematory.

Mr. Calkins rather describes, if I may be so bold, people who are smart, or smarty, rather than sophisticate. It is very hard to sell a truly and broadly sophisticated person anything. Least of all is such a person susceptible to advertising in a publication that heralds wood carvings of dropsical nudes as a new step in sculpture, or some new tonal or graphic showman as a shining evangel in art. The aftermath of sophistication is independence—independence in taste, in thought, in manner, almost to intolerance. The sophisticate's criteria are formulated pretty solidly, and his interests absorbed and confined. He may read and observe much, but be relatively little influenced. Consequently he is not a particularly good prospect for most kinds of advertising.

* * *

THE smart or smarty people, on the other hand, are essentially imitative—conformative copyists. With a vast appetite for new experiences, ambitious to reach or stay or shine in a certain social status, they have more than average means, but few standards. They reflect one another and emulate the nearest shining light of their acquaintance and experience. They live by authority and borrow authenticity. They affect connoiseurship and familiarity with many fields they really know little about. The women in the family are usually the motive forces that move them along.

These people do read and follow the publications Mr. Calkins mentions, or at least buy them. They can be sold comprehensively on Colonial furniture, including the sleigh back rockers and ship carpenter's cupboards that in the original are interesting museum pieces but untenable in this day as livable furniture. Some of the women do read and study *Vogue* with an intensity that oftens amounts to passion. They are always on the alert for the smart thing, the right thing, the newest thing. As Mr. Calkins says of his sophisticate—"They live in a world which has its own technique." Their absorption in this world is tense. But beyond all else, *they are impressed by example rather than advertisement!* They have their authorities *in personis*. They follow the leader rather than the advertiser.

For instance: If a salesman suggests Chinese rugs for the living room, young Mrs. Smart indignantly rejects the idea. Chinese rugs are used in dining rooms only. The smart magazines say so. Her friends use them there. But let Mrs. Whoof, who is one of Mrs. Smart's patterns, cover her living room floors with Chinese rugs, and Mrs. Smart weakens. Chinese rugs go on the fence. And if word comes that Mrs. Wild, another Biddle or Cabot of her circle, affects Chinese rugs for the same purpose—Chinese rugs are sold! They are *all right* on living room floors because the authorities have spoken.

THESE are the people Mr. Calkins may have seen around Thorley's, with unfloricultured dubs like myself, paying ten dollars because we wanted a good Easter lily and really couldn't tell one ourselves. The sophisticates, whose lily needed no gilding of a Fifth Avenue florist's name, were probably in the crowd at Bloomingdale's, selecting superior lilies at $1.69.

Mr. Calkins speaks of prestige. Prestige is a pebble in a pool—and there are many pools. Occasionally a pebble is potent enough to ripple many pools or the whole ocean of life, but generally it operates within smaller circles. The more circles it affects, the greater its cash value. Rolls-Royces would carry very little prestige if the Sweeneys on foot didn't know and recognize them.

Prestige among the smart or smarty people is also established in a person or persons. The wry-faced officers of the Pierce-Arrow Company who looked askance at Mr. Fatty Arbuckle's purchase of a Pierce-Arrow should have been respectfully recommended to fly a kite. Mr. Arbuckle was a considerable pebble in his pool, and undoubtedly sold many more Pierce-Arrows to film folks. At least he didn't prejudice more people against the car than some other pebble might. He really gave it more prestige in a new field and among the general public.

I could whisper to Mr. Calkins the name of a certain suburban community near New York where, if one certain man could be sold a Pierce-Arrow, at least ten more sales would follow in his circle within the year. It might be necessary to put fourth mortgages on the homestead, hock the jewels, and leave the grocer and undertaker unpaid, but these families would get the Pierce-

"What's all the shootin' for?"
This advertisement appeared in Printers' Ink two years ago!

What Is "Class" Circulation?

A FEW publishers—some advertisers—and a great many advertising men define "class" or "quality" circulation, as though it had some reference to, or bearing on, the social standing of those who comprise it.

"Class" or "quality" circulation is purely a commercial term. It means circulation among that part of the population who have enough money to buy what they need or want. As opposed to it, there is "mass" or "quantity" circulation, which means circulation among that part of the population who have not.

When the New York resident is financially able to live in ordinary comfort, he becomes a theatre patron. The circulation of Theatre Programs in New York, is, therefore, confined to the people who have at least enough money to satisfy their needs. There are various methods of advertising to the others.

Programs for 60 legitimate New York theatres—aggregating 1,600,000 circulation monthly.

Published by

New York Theatre Program Corporation

108 Wooster Street New York City

One department's activity in direct advertising

During April the merchandising department of Evans-Winter-Hebb investigated marketing conditions, planned or executed direct advertising in the interest of the following:

building stone
concrete block machine
cooking stove
drug specialty
furniture
hardware specialty
household disinfectant
industrial crane
insurance polices
lawn watering system
motor cars (to consumers)
motor cars (to secure dealers)
motor car hardware
paint and varnish
paint spray gun
paper and envelopes
printing paper (for jobber)
printing paper (for manufacturer)
shock absorbers
sporting shoes
trunks (automobile)
woven commercial baskets

Such a list serves as index to the uses of direct advertising. And, although it does not include additional work that was done in other departments, it also indicates this organization's broad experience in its specialized field.

While Evans-Winter-Hebb does not suggest that direct advertising is a panacea for all sales and advertising ills, it is likely, however, that you might find in a recommendation of this organization just the tonic or remedy that your condition requires.

EVANS-WINTER-HEBB *Inc.* Detroit
822 Hancock Avenue West

The Evans-Winter-Hebb organization has within itself complete facilities for the planning and production of direct advertising and other printing: Analysis · Plan · Copy · Design Art · Photo-Engraving · Letterpress and Offset Printing · Binding · Mailing

Arrows. Trying to sell them an Estey organ would be another story, because an Estey organ gives little publicity, and a radio answers its purpose among these folks.

* * *

Miss Birchall in the last issue also dodged definition and enlightened by illustration only.

She called our attention to the hard lot of the Harrison family in Kansas City, A. D. 1905—all of which from an advertising standpoint is as the Medes and Persians, because times have changed since Sara was a girl. If you really want to know how much they have changed, look up the article by Roger F. Davidson—"The New Consuming Public"—in the FORTNIGHTLY of June 18, 1924.

Miss Birchall mentions that of a total of 24,000,000 families in this country, some 8,130,000 only pay taxes. These taxpayers, please remember, are largely urban, and do not represent the whole income of the country. Farmers need an expert accountant to figure out their incomes; and they get a living on and from the farm to a great extent, in addition to their cash income. But if the fact that one-third of the population of these United States pays income tax is not good news to every advertiser, we had all better stop. No country in any period of history ever had so much and such a large high-income population; and no country ever had such an increase of prosperity as this country in the last decade. I have no 1905 income figures, but cogitate these: 357,515 incomes of more than $3,000 in 1914, and about 2,000,000 such incomes in 1924. Incomes below $3,000 totaled 2,479,465 in 1917; reached 4,622,575 in 1921; and undoubtedly exceeded this figure for 1924.

AUTOMOBILE registrations increased from 1,258,062 cars in 1913 to 15,029,177 in 1923—a rise of 1200 per cent. The seven to ten billions of dollars we now have rolling around on rubber tires would have flabbergasted the 1905 economist (or whatever they called them then).

So when Miss Birchall asks if we think buying habits have changed much in the intervening two decades, the only answer is Yes. We know they have!

Exhibit B—the Misses Abby and Eulalia of Harvard Square, Cambridge, is of little more value. Isolated remnants of a tight little local caste, their significance, economically or socially, is as trivial in 1925 as the long nails of the Mandarin; or the speck of yolk children in certain Pennsylvania mining towns are wont to leave upon their chins on the mornings they imbibe eggs, apprising local society that Pop is working again. They are not even representative 1925 intelligentsia. At most they are only a very small group in the middle class, where most of the intelligentsia are found anyway.

Exhibit C—my dear old friends, the Stuyvesants! (The much sought plutocrats, at which every advertiser at some

[N.B. This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.]

Keeping up with
Mrs. Pleasant Ridge

When Mrs. Pleasant Ridge was a little girl her neighborhood was a series of estates. There was much "visiting" from house to house—a compact community spirit reigned.

Today the estates have given way to broad avenues bordered with substantial homes. But the community spirit still remains—because Mrs. Pleasant Ridge has kept up with the growth of the community. She belongs to clubs, goes to the theatre; she is "up" on every current topic.

In keeping with such an existence is the interest of Mrs. Pleasant Ridge in The Daily Enquirer. Staying at home, she sandwiches it between breakfast and housework. Shopping bound she is companioned by it on her ride to the city.

As you've guessed, "Mrs. Pleasant Ridge" is not *one* woman, but *many*. In this suburb are 873 residence buildings; here 502 Enquirers are delivered each morning.

What does this mean to you, Mr. Advertiser? Simply this: Through The Daily Enquirer you can, at an extremely low rate, talk to the great majority of housewives in Pleasant Ridge—and at an hour when they have time to listen!

I. A. KLEIN
New York
Chicago

R. J. BIDWELL CO.
San Francisco
Los Angeles

The CINCINNATI ENQUIRER

"Goes to the home, stays in the home"

THREE HITS • NO RUNS
ONE ERROR

LEFT on the bases—that's the position of many dealers today. Some manufacturers are wondering why more runs aren't being scored in the sales columns. Something seems wrong with the teamwork in distribution.

These manufacturers know their products are OK; that their dealer organizations are capable and that their national advertising is effective. These are the three hits.

Why don't the dealers pile up bigger scores? One error—inadequate consumer contact—leaves them stranded on the sacks.

With Caxton Applied Direct Advertising in the line-up the manufacturer has a dependable hitter who will drive the dealer across the consumer's home plate. And the dealers will gladly pay for his services.

Ask your advertising agency about Caxton a.d.a. or write us direct.

THE CAXTON COMPANY
Cleveland

time or other yearns to loose a telling shaft.) They are entertaining. The jazz orchestra rates five hundred alone. By the night, Cinderella! And the coming out party of the deb daughter set the old man back fifteen thou!

Ah, well—let Exhibit C stand, right alongside Mr. Calkins' rara avis. There must be some families like the Stuyvesants, or else where do the Sunday sections get their stories? But alas—so few, so far between, so hard to reach and sell—that it is better to sell the haystack and let the needle go! And remember to put these Stuyvesants in the *up* part of the 390,000 families earning from $6,000 a year up. Any bright little classified boy will tell you that it is imprudent, if not impossible, for $6,000 families to shoot fifteen thousand on the debby daughter's blowout. In New York City, only 9 per cent of our families earn from $6,000 up, and the Stuyvesants fit into the last quarter per cent of the nine. Granted they are splendid customers, are there enough of them to count; and how in blazes can you keep alive selling them?

"And I am equally convinced that the three types of mind—mass, intellectual quality, financial quality—overlap surprisingly little." Again we beg to disagree. They not only overlap, but they slop over. Only time can breed class minds, and in this country we are not old enough. We are too fluid, too shifting. We have very little inherited wealth, and very little of that running beyond two generations. We are making millionaires rapidly, and reducing them again. And a million dollars does not entirely reform a mind within one lifetime.

MISS BIRCHALL believes that the basis of quality in circulation depends on an attitude of mind toward money. But she is mistaken if she believes that the mental attitude of the mass reader is "*Money is to be saved.*" The mass mind shoots the roll, gathers the roses while it may, and has little care of the morrow. How else can you explain the fact that the poorest millions of England's population spend millions annually in lotteries and in bets? How else can you explain the silk shirt outbreak of 1919? And only last week we had public warning in the press from a labor chief to his constituents that easy credit and installment buying may be carried too far.

The saving attitude of mind belongs to accustomed wealth. The very rich man with a large income gives much thought as to how to save and preserve and multiply a portion of his income. The poor man dreams and plans to make his buy the most. Forswear the exquisite aloofness of the *Vogue* offices some time Miss Birchall and go out and give the Sweeneys the double O—Saturday night is a good time—and get acquainted with the mass mind's attitude toward money. We have tried "*with the utmost fixity of purpose*" for four years to prevent free lance newsboys from overcharging for the

early edition of our five-cent Sunday paper on Saturday night—but see if you can find anybody in New York on Saturday night who cares for an extra nickel, excepting only the subway change makers!

* * *

WHAT is quality circulation? Well, here is a definition. I may modify it next week or next month or next year, but it seems more complete to me now than any of the preceding: *Quality circulation is that circulation which per capita or per thousand can be profitably sold the largest possible volume of the thing advertised. It is a variable and fluctuating field for each individual advertiser.*

I say "can be profitably sold" rather than having buying power—because the former includes buying power, susceptibility to impression and sales argument.

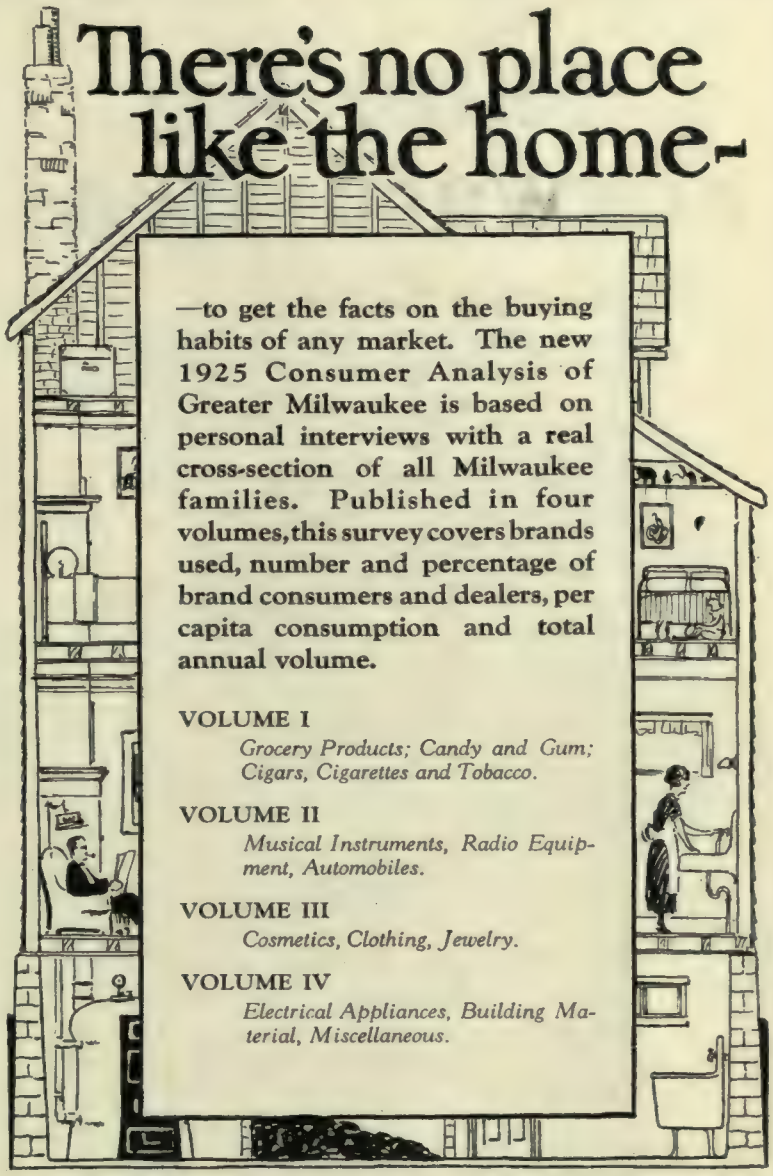
For instance, the best quality circulation (it seems to me offhand) that a maker of harmonicas could buy would be the circulation of the *American Boy*, in preference to all the Condé Nast publications in the world.

And I honestly believe that more Estey organs could be sold on the lower East Side among New York's foreign born population, because there are possibly more people there who love and appreciate music than in any other audience in America. I hazard this opinion because I know that one of the largest retail music houses in the world sells most of its high priced violins ($500 to $10,000) to workmen of foreign birth. Such men regard a violin as an investment and a heritage; and having been born too late to acquire a Strad, look for the next best substitute. Is it entirely possible that the best quality circulation for Estey organs might be some New York foreign language papers?

So it is up to each advertiser to test his fields and find his quality circulation. Such circulation may be constantly changing. The mail order advertiser "wears out" certain fields or lists sometimes, and the circulation he has been using may fall in productivity and no longer be his best field.

Ultimately quality circulation is that group of people among whom you can do the most business. It does not come in neat bundles or numbered lists. It must be sought for and found by test and experiment.

For the general advertiser we think mass circulation—which includes all classes—is generally most profitable. The Sweeneys in the aggregate are everyone's best customers; income below $6,000; capacity for impression and susceptibility—infinite. Of course there is some waste; there is waste in every circulation. But if your advertising can sell only a portion, it can create a prestige among the rest. After all, advertising is more than listing for sale. It is creating desire which blossoms into tomorrow's demand, as well as today's sales.



Copies of this survey are being sent to interested executives as quickly as each volume is printed.

The Milwaukee JOURNAL FIRST - by Merit

House Organs

We are the producers of some of the oldest and most successful house organs in the country. Write for copy of THE WILLIAM FEATHER MAGAZINE.

The William Feather Company
605 Caxton Building :: Cleveland, Ohio

For 15 years the leading best equipped business research organization.

Surveys and special investigations—dealer questionnaires anywhere in U. S. $1.50 per dealer, 75c consumer.

Industry researches on over 300 lines of business available at $150 and up.

Business Bourse
J. GEORGE FREDERICK, President
15 W. 37th St., New York, N. Y.

Three Big Forward Steps

Four-color Covers

Beginning with the December issue People's Popular Monthly will carry four-color covers. The printing will be the highest quality of four-color work available. You can now send a first class color message into a million small town homes.

680 Line Page Size

Page size will be changed from 760 lines to 680 lines. The exact month this Fall when the change takes effect will be announced shortly.

A Million Circulation

We will mail a million circulation commencing in September, but the million circulation rate does not take effect until the January issue, 1926. You can save enough this Fall to offset many of your increased postage costs.

This magazine is entering a new era of influence.

Let it become your salesman in the Small Town homes of America.

People's Popular Monthly

Des Moines, Iowa

Carl C. Proper
Editor and Publisher

Graham Stewart
Advertising Director

Envelopes

PLAIN, PRINTED OR LITHOGRAPHED
FOR EVERY PURPOSE
Send for Samples—Prices that are Interesting
HESSE ENVELOPE AND LITHO. CO.
4161 North Kingshighway ST. LOUIS

GET THE 1925 RED BOOK

More than 6,000 names of wholesale grocers, semi-jobbers, and chain store operators in U. S. Financial size, branches, etc., designated.

$2.50 each, postpaid

Special prices on quantities.

THACKER GROCER DIRECTORY
Dept. AS, 33 W. Gay St., Columbus, Ohio

Building the House to Fit the Heater

[CONTINUED FROM PAGE 24]

the average five or six-room house in even the coldest climates, and other possible objections could be readily swept aside. A cellarless house, properly built, is actually drier and warmer than a house with a cellar, considerably easier to heat, much more convenient, and, from the standpoint of appearance, decidedly more pleasing.

We wanted the opinions of architects and other authorities on the practicalness of cellarless houses, and we went first to Mr. Maurice I. Flagg, director of service of the Architects' Small House Service Bureau. His answer was emphatic and decidedly reassuring. "Perfectly sound," said Mr. Flagg, "and in accordance with the principles of good small-house construction."

In view of the statement of Mr. Flagg and other authorities, it became evident that not only was the cellarless house idea a sound idea, but that by promoting it we would have the advantage of tieing up with a very definite trend in small-house design. We wanted to know, however, just how large a saving could be made by building without a basement, so we sent a questionnaire to real estate boards throughout the country. The information thus obtained showed that we were justified in claiming an average saving of 15 per cent.

OUR investigation had not only assured us of the practicalness of the cellarless house, but had furnished us with a wealth of material for advertising copy. With the demand for small homes far exceeding the supply, with building costs at peak prices and no probability of a decline, with newspaper and magazine editors appealing for public or private enterprise to furnish some means of alleviating the housing shortage, with the Department of Commerce actively interesting itself in the problem, what could be more timely or more appealing than such a headline as "New method of home building cuts 15 per cent from costs!"

We realized, of course, that we were undertaking a big contract in attempting to promote so radical a change in home building as the elimination of the basement; we took into consideration the fact that such a campaign would be, at best, an indirect method of selling the Estate Heatrola, and that not all of the heating appliance business resulting from the campaign would come to us. On the other hand, the proposed campaign offered us these two certain results:

(1) An opportunity to interest all our dealers in actively displaying and pushing the sale of the Heatrola in the spring building season, whereas formerly their efforts had been concentrated in the fall months.

(2) The only solution we had found

NEXT WEEK!

MOTOR WORLD BECOMES MOTOR WORLD WHOLESALE

MAY 28TH

WATCH FOR THIS ISSUE

SOMETHING NEW & BETTER IN TRADE PAPER PUBLISHING

NEXT WEEK!

Next Week — the million dollar property, now known as Motor World, with all its prestige and influence, will lose its present identity and become Motor World Wholesale—the change being made in response to a strong and rapidly increasing demand for such a publication.

Next Week — there will be a complete change in the appearance, arrangement and editorial treatment of this publication. It will be 100% wholesale—the only publication of its character in this field.

Next Week — Motor World Wholesale will be full of interesting news and information about the wholesale field. This will be of a much-needed and very helpful character that will strongly appeal to its readers.

Next Week — will see the inauguration of a number of special departments devoted to Car Distributors, Tires, Electrical Wholesale, Replacement Parts Wholesale, Salesmen, Radio, etc. These will concentrate editorial matter of interest to these specialized fields and will appear in each issue.

Next Week — Motor World Wholesale will have thousands of new subscribers—all drawn from wholesalers and their salesmen. These are being received at the rate of over 2000 a month. Of the present subscribers over 40% already are interested in the wholesale field. It will have the largest paid circulation of this character obtainable.

Next Week — in Motor World Wholesale you will see a distinctive, interesting, informative, newsy paper—entirely different from any publication in the trade paper field.

Next Week — thousands of quantity buyers will be carefully scanning both advertising and editorial matter in Motor World Wholesale. Will they find your product there?

Next Week — thousands of wholesale salesmen, tremendously influential with the retail trade, will be carefully reading Motor World Wholesale from cover to cover. Will they find there information about your product that will help them sell it?

Next Week — is a mighty good time to be well represented in Motor World Wholesale. The tremendous interest aroused in this new publication assures your advertisement getting unusual attention. There is yet time. Wire space reservation to

MOTOR WORLD WHOLESALE
239 West 39th Street New York City

GET IT! READ IT!

JUDGE IT ON ITS MERITS!

of the problem of how to make advertising of the Heatrola published in the spring of the year timely and interesting.

It was the certainty of these two favorable results that finally induced the directors of our company to say "go ahead." The advertising ran in magazines through the spring building season of 1924, and is being continued in a larger way this year.

THE very first advertisement that appeared gave us proof of nationwide interest in the cellarless house idea. Although the copy was not aimed particularly at producing inquiries, it brought in over a thousand, most of them from individuals who were planning to build homes, but many of them from real estate operators and building contractors, and others from property owners who saw in a low-priced, easier-to-build house an opportunity to dispose of land which could not be sold as vacant lots.

A feature of the advertising has been the offer to supply at a nominal price, complete house plans for a variety of modern cellarless houses—Heatrola-heated—designed for us by The Architects' Small House Service Bureau. But we soon found that the technical service which we would be obliged to render in connection with selling this new building idea would be far more comprehensive than the mere furnishing of house plans. We have been asked to answer questions regarding dry-rot, questions as to methods of floor insulation, protection of water pipes, methods of laying foundations, and a thousand and one questions of a technical nature which were originally beyond our ken, but which were part of the responsibility we assumed in our new rôle of home building advisor.

In a comparatively short time we seem to have become the clearing house for cellarless house information—not only in regard to technical points in building, but in connection with financing and other phases of the building business.

It was recognized very early in this undertaking that the speculative builder would be a very important factor in the marketing of Heatrolas as equipment for new houses, as it is the speculative builder who is responsible for more than 50 per cent of all houses that are being built nowadays, and for a considerably larger percentage of the new houses in the low-price class. To reach this market we have used direct mail, trade publications, exhibits at home building shows, and a special force of salesmen whose work has been entirely of an educational or missionary character. We have shown the builder how he can gain a distinct advantage over competition by building a cellarless house, a lower-priced house, a Heatrola-heated house, a nationally advertised house.

Encouraged by the great demand for low-priced houses in Chicago and suburbs, we decided this spring to make an intensive effort to promote the

The Sign of Prosperity

MOTOR through the beautiful country which provides New York City with fluid milk and you will everywhere see the blue and white sign of membership in the Dairymen's League Co-operative Association, Inc. You can nearly always tell the homestead of a Dairymen's League member before you see the sign, by observing the well kept buildings and the general air of prosperity.

Almost one-half of the average New York State dairy farm is devoted to pasture. The cows harvest this pasture crop without expense to their owner. For this reason, the most prosperous months for the Dairymen's League member are May, June, July and August.

It is good business to use extra space in the Dairymen's League News during the summer months, rather than wait until fall, as is usual in advertising to the general farmer. This paper is read by *every* active member of the Dairymen's League because it supplies him with vital market news, unbiased by any other interest.

Build up the "valley" in your sales graph by adding the Dairymen's League News to your summer schedule. The rate is very reasonable, 50c a line for circulation averaging 70,000. Published every Friday; forms close Monday of the preceding week.

A request will bring you Sample Copy and Rate Card

NEW YORK:
120 W. 42nd Street
F. M. Tibbitts, Bus. Mgr
O. E. Everett, Adv. Mgr
Phone Wisconsin 6081

DAIRYMEN'S League NEWS

CHICAGO:
10 S. La Salle Street
John D. Ross
Phone State 3652

"The Dairy Paper of the New York City Milk-Shed"

What Is Stranger Than Strangers?

STRANGE, ISN'T IT, how many strangers there are! You spend goodly amounts of money to "keep known" as the experts say. In spite of which, you are constantly and startlingly, faced with the endless strangers, that you and your product are strange too.
It jolts you.

More than likely it isn't a case of too small space. Or too few mediums.

With advertisers rather generally, one of the troubles—one of the biggest, in fact—is that so few are willing to do the simple, utterly obvious things with their selling-on-paper; the same as their salesmen do selling-on-foot.

The simple, clean cut, easy-to-understand things, frequently don't make a very showy showing, among our neighbors and friends. But what matters that, if they show up satisfactory profit-wise?

If you have the courage—and it takes courage—to do the simple, utterly obvious things, the chances are we can offer you the kind of business building service that will insure a substantial reduction of strangers to your product, resulting in a larger success for your advertising.
You may also like the idea of a moderate sized agency.

TUTHILL ADVERTISING AGENCY

L. W. C. TUTHILL, *President*
1133 BROADWAY, NEW YORK

Advertising and Selling Fortnightly
9 East 38th St.
New York, N. Y.

Please send me the following bound volumes at $5.00 each:

☐ Volume I, May 9, 1923, to Oct. 24, 1923.
☐ Volume II, Nov. 7, 1923, to Apr. 23, 1924.
☐ Volume III, May 7, 1924, to Oct. 22, 1924.
☐ Volume IV, Nov. 5, 1924, to Apr. 8, 1925.

I enclose check to cover.

Name .....

Address .....

City .....

Bound copies of Volume IV are now ready. The volume is cross-filed under title of article and name of author, making it valuable for reference purposes. Price $5.00 each, including postage.
A few copies of I, II and III available at the same price.

building of Heatrola-heated cellarless houses in this metropolitan district. On March 29 we launched a campaign of large-space advertisements in the *Chicago Herald and Examiner* to run through the spring building season. But for a period of six weeks before the advertising started four members of our organization with two members of the newspaper staff, merchandised the proposed campaign to the real estate operators and builders in Chicago and in a 40-mile radius around the city. To the concerns who would endorse the cellarless house idea, who would agree to put up at least one such house as a sample early in the season, and who would show their good faith by placing a non-cancellable order for at least one Heatrola, we offered listing of the firm name in each of our advertisements and exclusive representation in the particular territory in which each concern was operating.

As nearly as we can estimate, at least 1,000 of these houses will be built in the Chicago district this year.

A LEADING trade journal in the building and contracting fields has made the promotion of cellarless house building one of the planks in its editorial platform for 1925 and has come out unequivocally with the statement that "basements in small houses are a tradition of the past."

Early this year we offered cash prizes amounting to $1,000 for cellarless house designs. Over 620 sets of plans were submitted—the largest number of plans ever submitted in a competition of this sort—and every State in the Union, with a single exception, was represented.

In addition to the results which I have already cited, these things have been accomplished:

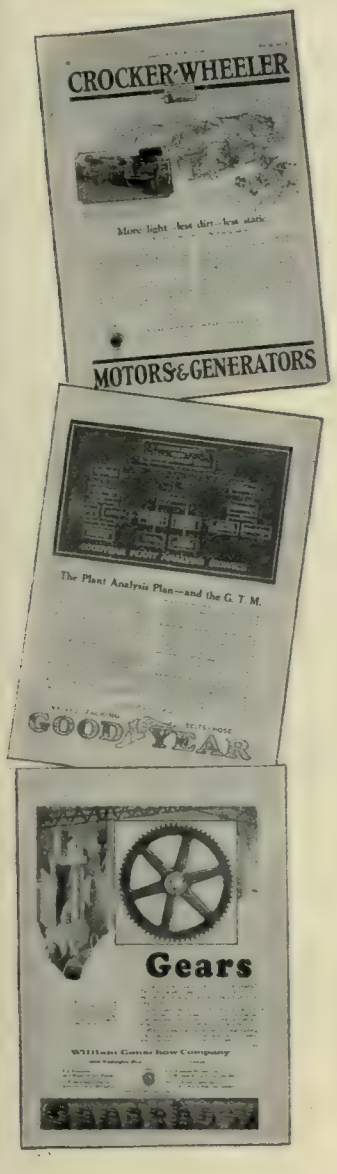
Magazine advertising of the Heatrola featuring the cellarless house idea has produced practically double the number of inquiries that came from advertising which was devoted exclusively to the merits of the heating appliance.

The cellarless house idea has taken the Heatrola out of the class of appliances whose sales are confined to a single season of the year.

Lastly, our records show quite clearly that advertising of the Heatrola which featured its application as part of the equipment of new houses had been just as effective in selling the Heatrola as a replacement unit for old houses.

In conclusion, if any of you think that we have undertaken too big a contract in attempting to make a new market for the Heatrola—if it occurs to any of you that the same amount of effort applied along lines of less resistance would be more productive of sales and profits—let me present this thought in justification of our program. The market for the Heatrola as the heating plant for new houses will grow larger each year. In promoting the "Build Without a Basement" idea we are not only increasing present outlets, but we are building for the future.

What Do POWER's Readers Buy?



ENGINES, boilers, pumps, condensers?

To be sure. But that isn't all.

By title POWER's readers are executives, consulting engineers, superintendents, mechanical engineers, electrical engineers, master mechanics, works managers, etc. You'll find them wherever power generation is an important factor—in central stations, steel mills, ice plants, textile mills, public buildings, paper mills—in every branch of industry.

But their function is a common one. They are responsible and in authority when it comes to the generation and application of the kilowatts, horsepowers and pounds of steam that keep industry going.

This means they are responsible for and buy equipment for not only the generation of power, but for its many common industrial applications as well—refrigeration machinery, heating and ventilating apparatus, motors, control, speed reducers, belting, instruments, etc.

POWER's readers are responsible for power generation and application everywhere in industry. If your products have a place in their production work, POWER has a place in your sales work.

Supporting data? Lots of it. Just ask.

POWER

A McGraw-Hill Publication
Tenth Avenue at 36th Street, New York

WHICH PAPER?

The Strathmore 4-Group Plan Tells

COVERS	BOOKS	JAPANS	BONDS	WRITINGS
THE · EVERYDAY · GROUP				
Bay Path Cover	*Bay Path Book*	*Bay Path Imperial*	*Bay Path Bond* *Blandford Bond* *Strathmore Multicopy Bond*	*Bay Path Vellum*
THE · PRESTIGE · GROUP				
Alexandra Deckle Edge Narrow Width *Old Cloister Cover* *Rhododendron Cover* *Strathmore Munsell Cover*	*Alexandra Book* *Alexandra Deckle Edge Narrow Width* *Blandford Book*	*Alexandra Japan*	*Alexis Bond* *Saxon Bond*	*Alexandra Brilliant* *Strathmore Snowdrift* *Telanian Extra Super* *Woronoco Damask*
THE · DISTINGUISHED · GROUP				
Old Stratford Parchment Cover *Strathmore Deckle Edge Narrow Width*	*Old Stratford Book* *Strathmore Charcoal* *Strathmore Deckle Edge Narrow Width*	*American Japan Parchment* *Strathmore Japan*	*Strathmore Deed* *Strathmore Parchment* *Woronoco Bond*	*Strathmore Script*
THE · DECORATIVE · GROUP				
Aladdin Cover *Araby Cover* *Bannockburn Cover* *Parquetry Cover* *Strathlaid Booklet* *Strathmore Brochure* *Strathmore De Luxe*	*Strathlaid Booklet* *Strathmore De Luxe*			*Aladdin Writings*

STRATHMORE EXPRESSIVE PAPERS ARE PART OF THE PICTURE

WHICH PAPERS

Come Within the Price?

Many advertisers are born practical-minded. They begin certain jobs with a price-limitation. Then—which papers come within the price? Which give opportunity to be different? Which afford change from the same old thing? . . . . Now comes the Strathmore 4-Group Plan. It tells. It presents 3 groups of Strathmore Expressive Papers at 3 price levels, and a 4th group of decorative papers . . . . Does this job class as "Everyday"? The Everyday Group points out "Everyday" covers, books, japans, bonds and writings. Does that job class as "Prestige"? The Prestige Group gives a complete choice of "Prestige" papers. Thus, also, with your "Distinguished" or best jobs, and with your "Decorative" or novelty jobs . . . . When you know what you want, and when you don't—work from the 4-Group Plan. How will you have your card? Please mark the coupon.

WHICH SIZE CARD?

The 4-Group Plan Card has been printed on fine Strathmore paper, in 3 sizes;—Wall, file, desk. Check which you want (or all, if you wish) and mail to us. To lift up your printing, costs only a 2-cent stamp.

STRATHMORE PAPER CO., MITTINEAGUE, MASS.

Please send Wall size ☐ *Desk size* ☐ *File size* ☐

If you want A Handbook, please check ☐

Name

Address

WHICH STRATHMORE EXPRESSIVE PAPER?

The 4-Group Plan tells

The Ten Main Factors in Campaign Illustration

—and how to handle them

1. The creating of an exclusive physical atmosphere.
2. An art technique which shall assist in differentiating the campaign.
3. Possibilities of accumulative interests, due to serialization of theme.
4. Analysis of the popular vogues, fads and fancies of public.
5. If possible, the advancing of a single selling argument.
6. An eye to pictorial competition, particularly in newspaper space.
7. Meeting the picturized campaigns of competitors.
8. Careful study of seasonal influence.
9. Perfect correlation between text and illustration.
10. Some indication that the advertising illustrations are in harmony with future aims of sales department.

These factors are thoroughly covered in

ILLUSTRATION IN ADVERTISING

By W. Livingston Larned
Vice-President and Art Director in Chief of the Ethridge Company
321 pages, 6 x 9, 212 illustrations, $4 net, postpaid

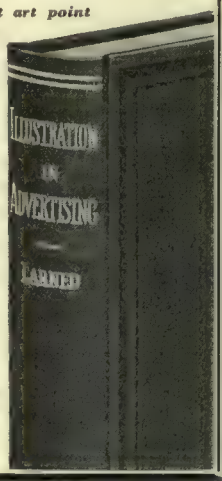
This book is a fact-packed explanation on the use of art in advertising. It discusses principles, methods, technique, advantages and disadvantages and psychology of practically every illustrative treatment for practically every advertising requirement.

Every important illustrative method is covered. All usual, and many unusual, advertising requirements are considered.

Advertising managers, artists, copy-writers, service executives, commercial photographers, production managers—every one interested in good advertising display and illustration—read Mr. Larned's masterly covering of the entire subject.

Covers every important art point

Atmosphere
Action
Serialization
Borders and Mortises
Using White Space
Outline Technique
Human Interest
Woodcut Technique
Perspective
Pencil, Crayon and Drybrush
Mechanical Shading Methods
Photographic Illustrations
Pen Drawings
Humor, History Heroics
Use of Black Areas
And hundreds of others



SEE IT FREE

Every one of the thirty-seven chapters has a thought—a suggestion—an idea—for you. Every one is well worth reading and referring to again and again. We shall be glad to send your copy for 10 days' free examination to your home or your office.

FREE EXAMINATION COUPON

McGRAW-HILL BOOK CO., INC.
370 Seventh Avenue, New York

Send me for 10 days' free examination Larned's ILLUSTRATION IN ADVERTISING, $4.00.

I agree to remit for the book or to return it, postpaid, within ten days of receipt.

Name .....

Address .....

Position .....

Company .....

A. F. 5-22-25

Advertising the Church

By William N. Bayless

THE modern church is a large and extensive user of direct mail advertising. Not many advertising men know that. They have a more or less vague idea that the church is spending most of its money in the newspapers and perhaps occasionally on the billboards. Their assumption of this is, of course, natural. Those are the media that make an impact on the national consciousness. Advertising in the newspapers and on the billboards is seen by the general public.

But the general public does not know of the millions of dollars spent every year by the churches of America in letters, folders, mailing cards, booklets and house organs (which are generally referred to as Church Bulletins).

Although one of the inefficient and wasteful features of church advertising today is the large amount of poor copy and weak, ineffective layout, nevertheless there are some outstanding examples of beautiful and convincing direct mail advertising in the church field.

I have particularly in mind a handsome brochure for the Church of the Master in Cleveland. My hat is off to Ralph Leavenworth, the man who planned and produced that booklet. It is a beautiful thing. Moreover, it has imagination—a rare quality in much of the church advertising of today.

That is particularly true of the cover design. Instead of the usual trite and commonplace design on a church booklet, there is a very artistic line drawing of the exterior façade on the church. The technique of this drawing is done in the impressionistic style of broad, bold strokes, with smashing masses of blue color. The whole thing is surprisingly effective.

Another touch of imagination on this cover is the fact that it does not mention the name of the Church at all! Can you imagine that! I have an idea that the man who did it may have had a rather bad quarter of an hour with the Church Board. Probably the first thing they said to him was—"Young man, you have forgotten to put the name of our church on this cover." Then the advertising writer had to explain patiently to them that it was left off purposely, and had to sell them on the idea of *leaving* it off.

The only lettering on the cover at all is the alluring caption—"Too Important to Pass By," which appears right under the color illustration of the church.

The inside pages of the booklet are in only one color (black) but they present in a very practical and convincing way the various activities of the church among the adults, the young people and the children. These phases of the life of the church are well illustrated by a number of halftones from photographs. The whole thing makes an ideal piece of printed matter for distribution among the unchurched people of that community, to "sell" them on what The Church of The Master has to offer them, in both a social and spiritual way.

Churches are fast beginning to see that more beauty is needed in their bulletins and folders. The copy is also commencing to gear up more closely to the spirit of the times. An illuminating instance in the field of Letters is that of a priest of the Catholic Church in Chicago who has gotten amazing results from a series of multigraphed letters that he sends monthly to the young folks in his congregation after they have been confirmed.

WANTED:

...a man with

IDEAS

and the ability to express them

We need another writer—we will employ two, if they meet our requirements. Naturally, education counts, experience counts, personality counts—but only insofar as they contribute to the applicant's ability to write good advertising. By good copy, we do not mean glowing platitudes and rubber-stamp phrases. We mean copy with the sparkle of human interest in it, copy that hits people where they live.

If you think you can write that kind of copy, we would be glad to have you prove it to us. Write us a letter, telling us what you think we should know about you, and naming the starting salary you would expect. Enclose samples of your work—they will be returned to you.

We are growing—the copy writers we need are additions to our Cincinnati staff, not replacements. If you come with us, you will be joining an organization where there are no silk hats—no "prima donnas." Instead, there is an honest spirit of cooperation—real team work. If you show ability, you won't need to worry about advancement.

But the first thing is to show ability. Show it—in your letter to us.

The Ralph H. Jones Company

ADVERTISING

431 Main Street, Cincinnati
171 Madison Avenue, New York

MEMBER:
American Association of Advertising Agencies

The Great American Family of K-C

How Advertisers Make Customers of K-C Families

Advertisers realize the enormous buying capacity of more than a million and a half COLUMBIA readers. Hence they employ the most effective medium through which to make customers of these K-C families.

As an illustration of this we present the following partial list of well known trade names which are found in the advertising columns of COLUMBIA Magazine:—

American Telephone & Telegraph Co.
AutoStrop Safety Razors
B. V. D. Underwear
Brunswick-Balke-Collender Co.
Canadian Pacific
Coward Shoes
Cunard Line
W. L. Douglas Shoes
Fatima Cigarettes
Forhan's for the Gums
Gem Safety Razors
Glastonbury Underwear
Alexander Hamilton Institute
Ingersoll Watches
Ipana Tooth Paste
Rubberset Brushes
7-20-4 Cigars
Standard Playing Cards
U. S. Shipping Board
White Star Line
Whiting-Adams Brushes
Wrigley's Gum

COLUMBIA

The Largest Catholic Magazine in the World

A National Monthly Published, Printed and Circulated by the Knights of Columbus

Net Circulation 763,978 Member of A. B. C.

D. J. GILLESPIE, Adv. Director
25 West 43rd Street,
New York City

J. F. JENKINS, Western Manager
134 South La Salle Street,
Chicago, Ill.

PROVE IT! SHOW THE LETTER

If your salesman could show skeptical prospects the testimonial letters and orders received from satisfied customers, it would remove doubt and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use.

Write for samples and prices.

AJAX PHOTO PRINT CO., 31 W. Adams Street, Chicago

CATCH THE EYE!

Liven your house organs, bulletins, folders, cards, etc., with eye-gripping cuts—get artwork at cost of plates alone. Send 10c *today* for *Selling Aid* plans for increasing sales, with Proof Portfolio of advertising cuts.

Selling Aid, 808 S. Wabash Ave., Chicago

Bakers Weekly A.B.C.-A.B.P. New York City

NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.

Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

Jewish Daily Forward, New York

Jewish Daily Forward is the world's largest Jewish daily. A.B.C. circulation equal to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A Home paper of distinction. A result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

The Business Press and Distribution

By Jesse H. Neal

THE Government and the great national commercial organizations are all devoting much thought to the question of cutting the cost of distribution—of getting necessary merchandise from its source to the final, private consumer.

Before launching forth in any half baked criticism of the existing systems of distribution, we should bear in mind that distribution as it exists today is the outcome of hundreds of years of unceasing effort. It is of course susceptible of improvement but on the whole it must be accepted as conforming in its fundamentals to the present needs of society.

In fact the complexities of our distribution machinery are due largely to the increasing complexities of modern civilization, and we can't change one without changing the other.

Hon. Sydney Anderson, the author of that masterly Congressional report on distribution, says:

"Improvement must come through a better understanding of the processes of production, conversion, and dispersing of goods and their relation to each other. This means the accumulation and organization of a larger basis of information drawn from the experience and records of successful business, and the making of this information available not only to those who are in business but to those who want to go into business, and to those who want to learn how business is done or ought to be done. With the accumulation of facts and the dissemination of knowledge, there will certainly come more intelligent effort, better direction and lower costs of distribution."

Information, facts, education, more practical knowledge, is the solution. How are these stimulating influences to be disseminated if not through the established information routes, the broad highways of intelligence reaching into the wholesale and retail establishments of the country, the retail business papers?

As a matter of fact these publications have been responsible for nearly all of the improvements in wholesaling and retailing during the past 25 years. Collectively they are spending millions of dollars to get and distribute just the kind of information that Mr. Anderson referred to, and the retailers of the country are paying millions of dollars in subscriptions annually because they want and need the service these papers perform for them.

If this isn't "an economic function," what is it?

To the alert brained advertising man, there should be no question as to the economic function such publications can serve in promoting proper distribution of merchandise at low cost. The principal objection that can be urged against advertising in the retail

The name EVANS & BARNHILL, Inc., has been changed to EVANS, KIP & HACKETT, Inc. ~ Mr. Garrett B. Kip and Mr. Edmund F. Hackett, long associated as Treasurer and Vice-President respectively and as Directors of the Corporation, now have their names associated in the Corporate name with those of David G. Evans and S. Keith Evans.

EVANS, KIP & HACKETT
INCORPORATED
Merchandising - Advertising
247 Park Ave., at 46th Street
NEW YORK CITY

YOUR most exclusive mailing list and that ultra sales letter (your masterpiece) will bring to you many more happy returns —if supplemented by an announcement in our programs— distributed (for your profit) in six far-famed subscription theatres— The Guild— The Garrick— The 52nd Street— The Provincetown— The Greenwich Village— and The Neighborhood.

THE names of all subscribing members and other attentive playgoing readers of these programs would challenge the loving collaboration of the Social Register— Mr. Bradstreet— and Mr. Dun— the Directory of Directors— and Who's Who in America.

For reservations address
C. P. Lathrop, Garrick Theatre
65 West 35th St., New York City

Ninety thousand discriminating playgoers monthly

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index, National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co., Inc.
R. W. Ferrel, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7966

publications is that it takes real advertising ability to write the copy and plan the campaign, and the space doesn't cost enough.

The retailers and wholesalers of the country are as much the sales force of a manufacturer as the men who travel out of the home office. The merchandise if it moves at all must move through these channels, and whether it encounters resistance or the wholehearted cooperation of the distributors, depends upon the manufacturer's attitude.

When people ask me what should be the place of the retail business paper in a national campaign, I respond that it should be precisely of the same importance in advertising as the retailer is in merchandising. One should be proportional to the other. If you do not care about the retailer, ignore him, flout him, affront him, and then use all the strange and devious routes to his attention you can find, EXCEPT the broad highway of intelligence leading straight to his most intimate and friendly interest, the retail business papers.

DO you not realize that a retailer cannot carry all lines of goods? He cannot even carry all lines of advertised goods, and by that I mean the goods advertised to the private consumer.

This compels the retailer to exercise his discretion as to what he will stock, and this, let me assert, is the biggest and most important of all retailing functions. You think of the retailer as a man from whom you buy goods, whereas his big job is to SELECT the goods he can sell to you. His work of SELECTION transcends in importance all his other functions, and in this work his guide and advisor is his retail business paper.

The successful merchant has no time even to see all of the traveling salesmen who call, and in the waste of the time of these men is one of the costs of distribution that could be lowered. The salesmen that he does see are nine times out of ten, men representing lines with which the dealer is familiar through advertising in his trade paper.

The retailer is the purchasing agent for 1000, 5000 or 10,000 families. He has achieved that responsibility, not because he has said "yes" to everyone who wanted him to sell their goods, but because he has demonstrated that he knows how to interpret the wants of his clientele, to give them what they want when they want it, at a price they can afford to pay.

The man who buys for 1000 families should be just as good an advertising prospect as the man or woman who buys for one family, and don't forget that the dealer is a human being subject to the same emotions and mental reactions as the man who buys for himself alone.

You can of course use a general blanket medium in the vain hope that it will reach effectively the dealer as

FACTORY EQUIPMENT purchased by furniture factories runs into millions of dollars annually.

New factories and new additions are taking the place of older plants.

Branches are being built in the South and in the Northwest.

Old machinery is being discarded and modern equipment is taking its place.

Building engineers and manufacturers of equipment that is used in making furniture find they can reach, through this journal, the men who have a great deal to say about where the money is spent.

This is the only audited circulation industrial paper published that serves the furniture manufacturer. We'll gladly send you sample copies and talk things over.

The Furniture
Manufacturer & Artisan
GRAND RAPIDS, MICHIGAN
A. B. C. A. B. P.

A trading zone of more than 300,000 population.

SOUTH BEND NEWS-TIMES
Daily and Sunday

Lorenzen & Thompson, Inc.
National Representatives
New York
Chicago San Francisco

Mrs. Carolyn T. Radnor-Lewis, Publicity Director, H. R. Mallinson & Co., New York City, and the Schelling Press, Inc., 137 East 25th St., New York City, were joint winners of the Martin Cantine Prize-Honor Contest for March. Printed on Cantine's India Velvetone, the Mallinson booklet, "Will It Wash?" won for its producers the $200 in cash prizes.

CUSTOMERS and prospects forget *verbal* specifications. Striking sales points and convincing arguments of superiority deserve the permanent value of direct mail matter *made forceful* with modern illustrations, harmonious typography, good presswork and Cantine's Coated Papers. Ever since 1888, the Martin Cantine Company has specialized in the manufacture of fine coated papers exclusively.

Write to your nearest jobber or The Martin Cantine Company, Saugerties, N. Y., Dep't 175, for details of monthly contests and book of sample papers.

Cantine's COATED PAPERS

CANFOLD	ASHOKAN	ESOPUS	VELVETONE	LITHO C.I.S
SUPREME FOLDING AND PRINTING QUALITY	NO. 1 ENAMEL BOOK	REGULAR NO. 2 ENAMEL BOOK	SEMI-DULL - Easy to Print	COATED ONE SIDE

Telling It to the Boy Scouts

Building The Eagle Scout Trail

LAST Summer Boy Scouts of Eagle grade from four states helped build a trail from the Grand Canyon of the Yellowstone, to Tower Falls—twenty-five miles. This filled a long felt need for the fire patrol in Summer and rangers in Winter.

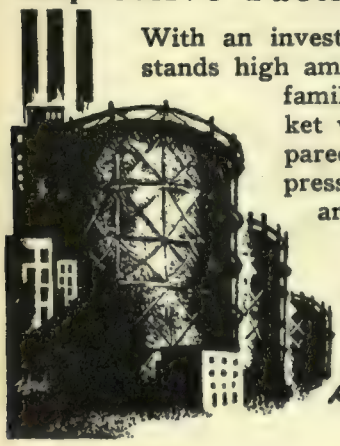
An article about the Boy Scouts' work is published in the May *Boys' Life*. In advertising in *Boys' Life* advertisers reach many thousands of members of the Boy Scout organization of 550,000 of the same caliber as the boys who built the Eagle Scout Trail. It pays. Let us tell you why.

BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

200 Fifth Ave. New York, N. Y. | Union Bank Bldg. Los Angeles, Cal. | 37 So. Wabash Ave. Chicago, Ill.

"Impressive Facts About the Gas Industry"



With an investment of $4,000,000,000, the gas industry stands high among the country's leading industries. To familiarize advertisers with the enormous market which this business affords, we have prepared an attractive little booklet entitled "Impressive Facts about the Gas Industry." You are invited to send for a copy.

Robbins Publishing Co., Inc.
9 East 38th Street New York

GAS ENGINEERING AND APPLIANCE CATALOGUE

well as all the dealer's customers. If this method works at all, it costs many times what it would cost to go to the dealer first through his own papers where you can talk his language in an atmosphere that is favorable to interested attention.

Then do not forget the vitally important factor that determines the value of all advertising mediums—the *NATURE OF THE CONTACT MADE BY THE MEDIUM.* We are reached by many people and many influences but they reach us in different ways. I am reached daily by the porter on my floor but he would be worthless as the medium of a bond house. I look to my dentist for advice about my teeth but he would have no influence with me in advising me as to the condition of my gall bladder.

One salesman reaches 10 people a day and earns $2,000 annually; another salesman reaches 10 people a day and earns $20,000 annually. They reach the same number of people, but what a difference in the nature of the contact. Publications differ in character and in reader interest just as individual salesmen differ.

If you want to get to the retailer at minimum expense and maximum results use the channel of approach built for him, which is 100 per cent germane to his business, the biggest thing in his life. That will reduce resistance, reduce expense, and aid in promoting the smooth, even flow of merchandise from its source to the final consumer.

Criterion Photocraft Company

Of New York, commercial photographers, is now being conducted by Oscar J. Schwartz and Herbert H. Schwartz. The former partnership between Oscar J. Schwartz and Jack Goold was dissolved on April 20.

Poor Richard Club

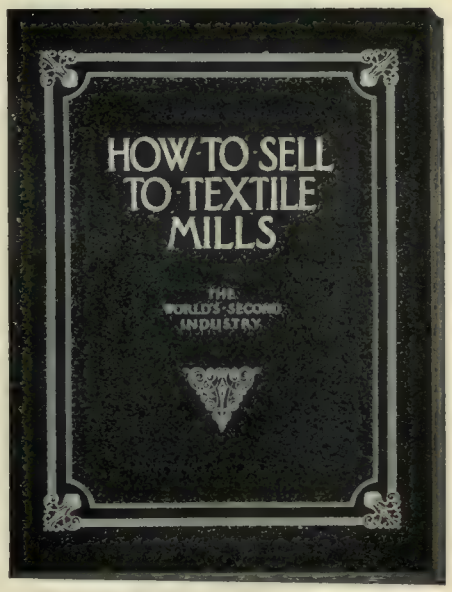
Held its annual elections on May 4. The following officers were elected: president, Howard C. Story of Story, Brooks and Finley; first vice-president, Rowe Stewart, vice-president and general manager of the Philadelphia *Record;* vice-presidents, Karl Bloomingdale, of Bloomingdale-Weiler Advertising Agency; Norbert A. Considine, president of the Paper House of Pennsylvania; Bartley J. Doyle, president of the Keystone Publishing Company; Leonard Ormerod, general information manager of the Bell Telephone Company of Pennsylvania; secretary, Charles Paist, Jr., president of the Charles Paist Company; treasurer, John M. Fogelsanger, financier. Directors, each to serve three years: Theodore E. Ash of the Theodore E. Ash Advertising Agency; Harry L. Appleton of Murta Appleton & Company; Walter P. Dilg, member of the firm of Weeks Photoengraving Company.

Hommann, Tarcher & Cornell, Inc.

Will direct advertising for the Freed-Eisemann Radio Corporation of Brooklyn, N. Y.

A Worth-While Contribution to Industrial Marketing

A Survey of the Textile Industry as a market for Machinery and Equipment



"This will prove an important piece of work, containing as it does vital information of interest to anyone interested in the sale of material of whatever nature to the textile industry."

"It certainly contains much valuable information and shows a great deal of work and thought in compiling. We will keep it handy for use."

"It is not only interesting, but very desirable, to have the facts contained in your book for reference, and we will use this reference in planning our sales and advertising."

"Like everything else connected with the Textile World, it is exceptionally to the point and clear-cut, and we believe will serve a very worthy purpose in acquainting various salesmen with conditions in the textile industry."

"If you can spare about a dozen more of these booklets, I would be pleased to send them to all the houses in England that we represent."

"It remains for a publication like yours, with its comparative figures, to really illustrate the importance of the textile industry in this country."

Table of Contents

Chapter I—The Textile Industry.
The Marketing Problem; The Industry; Where Mills Are Located; Their Distribution by Size; Size of the Industry.

Chapter II—What the Mills Buy.
Equipment Used in Mill Power Plants; Machinery and Equipment Accessory to Manufacturing Processes; Special Equipment; Equipment for the Comfort, Health and Safety of Employees; The Repair Shop.

Chapter III—Buying Habits.
Who Buys? Personnel of Mills; Their Sources of Information.

Chapter IV—Textile Publications.
Types of Mediums; Textile World; The Consolidated Textile Catalogs; The Trade Directories.

Chapter V—Services Rendered.
Definite Service to Advertisers; Conclusion; Your Plan.

A copy of this Survey will be sent on request to any manufacturer or agent offering an industrial product or service.

Textile World

Largest net paid circulation in the textile field

Audit Bureau of Circulations

Associated Business Papers, Inc.

BRAGDON, LORD & NAGLE CO.
334 FOURTH AVENUE NEW YORK CITY

THE editors of this publication were, until recently, oil industry executives. They know what their fellows in this field need and want. That is why Oil Trade, edited by executives for executives is welcomed so warmly each month by the men advertisers want to reach. Get the facts from any agency.

OIL TRADE JOURNAL, INC.

350 MADISON AVENUE NEW YORK

Chicago :-: Tulsa :-: Los Angeles

KEEP YOUR COPIES

AT the conclusion of each volume of the Fortnightly an index will be published and mailed to you. By doing so you will acquire an invaluable reference book on advertising and selling.

Limiting the Number of Retailers

[CONTINUED FROM PAGE 20]

have almost entirely disappeared from the stores in the smaller towns because of the natural desire of the consumer to purchase in the larger centers where stocks are available and where greater freedom of selection is possible. Were it not for the fact of national advertising, many of the convenience articles would, no doubt, disappear from the country store and be purchased in the larger centers. Because of the force of national advertising, residents of the smaller towns know that they are securing exactly the same article from their local merchant that they would secure were they to buy these articles in the cities. The problem of the country merchant is, therefore, to conduct his store in such a manner as to have the confidence of his buying public. To observe proper sanitary regulations and in general to make his store an attractive place in which to do business. If he can do this and at the same time compete in price with the city stores, chain stores, mail order houses, he will be able to retain his position.

Mail order houses have realized the application of this situation to themselves and are adopting new methods of merchandising. One of the larger institutions is opening a considerable number of stores for over-the-counter sales. Articles carried in stock are sold for the same price at which they are listed in the catalog and are sold for cash without delivery. Information seems to indicate that this type of selling is very successful. It was felt that this institution as well as many of its competitors will be certain to develop this type of selling very largely in the future. These mail order houses have a tremendous amount of goodwill and can cash in on it in this manner.

CHAIN stores now sell one-seventh of the groceries of the country and are prominent in other lines. It is felt that national advertising is perhaps the greatest single factor which will be of importance in extending the future growth of their merchandising. This statement is based on the belief that chain store merchandising will tend more and more to be developed in fields where so-called automatic merchandising is possible. By this term is meant the sale of goods with a minimum of selling effort. The extreme illustration is, of course, the self-serve store. Nationally advertised goods are apparently the best fitted type of merchandise for the automatic selling because of the fact that the sale is made in the mind of the customer before she enters the store in many cases. National advertising has made it possible to develop consumer insistence in many cases, and other cases to develop consumer acceptance.

In either case, automatic merchandising is possible. Chain stores are recognizing this fact by the recent statement of the president of the Chain Store Grocers' National Association, who said that in his opinion chain grocers would shift more and more to the selling of nationally advertised lines of goods in the near future.

HOUSE to house selling is, of course, an important tendency in retailing at the present time. It is felt, however, that this type of selling does not hold great promise of future development. Certain lines of goods are well adapted for house to house selling and will, no doubt, be sold in this way in the future. But the very fact of the tremendous number of firms which are attempting to sell their goods in this manner sets a limit on the future development. Some little investigation has shown that housewives are tending to be more and more reluctant even to give the house to house man time to display his wares. The average housewife wishes to purchase her goods when she wants them and in such quantities as she desires in a retail store, and she does not wish the retail store to be brought to her door, as is the case when sales are made by house to house men or by wagon peddlers of all kinds.

The significance of house to house selling for the national advertiser is found in the fact that the concerns which are using advertising very largely to gain entry for their salesmen are proving to be the most successful of this newer type of merchandisers. When a house to house man can introduce himself as representing a nationally advertised product, he secures an entry and an amount of goodwill which cannot be secured by the salesman for the unknown product. However, it is felt that only a comparatively small number of lines of merchandise can be sold from house to house even by means of national advertising, and for this reason that type of selling does not hold any great significance for the future.

The factor which will determine the type of merchandising which we will have in the future is, after all, the efficiency of the individual retailer and the extent to which he changes his methods of merchandising to keep in line with new developments. He must be alert and he must be efficient in his use of personal salesmanship and advertising, window displays, store layout, etc. It is felt that there is room for each of the types of merchandising already mentioned and perhaps for new types. Different types of retailing appeal to different types of customers. "National advertising combined with efficient local advertising will continue to be what it has been in the past—one of the greatest factors in retailing."

Evangeline Aldrich

Has joined the H. Charles Sieck Advertising Agency, Los Angeles.

The Central Office

The main office of the American Wool and Cotton Reporter at 530 Atlantic Ave., Boston, is continually requested by mill agents, managers, superintendents and heads of departments, to hire men for them or recommend men to them or to keep these men themselves in mind for advancement in the textile industry. These men come to us for advice regarding manufacturing processes, merchandising and financing problems, etc.

In the textile industry, the American Wool and Cotton Reporter is looked upon as the strongest influence. It is the one textile trade paper that is regularly consulted by the industry in general.

The American Wool and Cotton Reporter has more actual subscribers in the textile industry of New England than any other textile paper and about as many subscribers among the responsible purchasing heads in the New England and Southern textile states as any three textile papers combined. The American Wool and Cotton Reporter is the one textile paper that has the confidence of the entire industry.

The American Wool and Cotton Reporter is the only textile trade paper that doesn't give premiums to secure circulation.

Standard 7 x 10 Page **Established 1887**

Charter Member A. B. C.

American Wool and Cotton Reporter

BENNETT SERVICE

Recognized Organ of the Great Textile Manufacturing Industries of America
The Oldest Textile Paper of Continuous Publication in the United States
Largest Circulation in the United States of any Textile Publication

530 Atlantic Avenue
Boston

518 Johnston Bldg.
Charlotte, N. C.

South American Newspapers, Inc.

Agents for advertisements in the leading dailies:
"EL DIARIO NACIONAL" of Bogota, Rep. of Colombia
"EL NUEVO TIEMPO" of Bogota, Rep. of Colombia

Each one reaches a market of not less than half a million consumers of American products.
These papers carry magazines, full page colored or daily strip comics, duly authorized by American copyrights owners.

80 SOUTH ST., NEW YORK, N. Y. Phone: John 1196

National Miller

Established 1895

A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. paper in the field.

630 W. JACKSON BLVD., CHICAGO

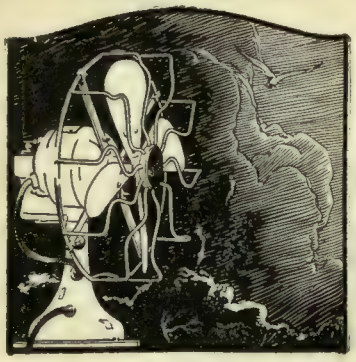
fred'k Lowenheim

Conducts a personal art service for users of advertising illustrations

Black & White
Color
Wash-Oil
Dry Brush

226 West 47th Street
NEW YORK CITY

Call Chickering 8880



Again this year, Westinghouse is using ORAL HYGIENE to tell the entire dental profession about the Westinghouse Electric Fan in the white ivory finish.

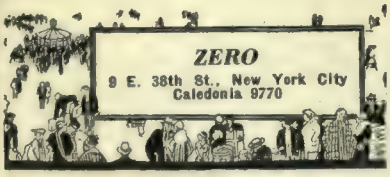
Oral Hygiene
A Journal for Dentists
Pittsburgh, Pa.

Chicago: W. B. Conant, Peoples Gas Bldg., Harrison 8448.
New York: Stuart M. Stanley, 53 Park Place, Barclay 8547.
St. Louis: A. D. McKinney, Syndicate Trust Bldg., Olive 43.
Los Angeles: E. G. Lenzner, Chapman Bldg., Broadway 0103.

Zero
Makes A Difference

Zero has drawn it differently for all kinds of advertisers. His gas holders, film stars, business folks and what not—are unusual but do not get away from the sales point.

He has a novel idea for your particular job. No technique limitations. Let him show you his work.



In Sharper Focus

W. S. Ashby

By Himself

THE people really interested in my birth were the immediate family and the doctor in attendance, so I don't see what difference it makes to your readers that I was born in Decatur, Ill.

I left there with my parents at the age of sixteen months. We moved to Colorado Springs, one of the few fam-

ilies that did not go on account of someone's health. It proved very beneficial to me. By the time I was of age I weighed several times as much as I did when I arrived.

Had too good a time in high school to bother with lessons. Father refused to support me in school for fun, so I had to get a job. Learned two trades, lens grinding in an optical establishment, engraving to help out in dad's jewelry store.

Tried running a store with a partner, but couldn't run either one of them, so sold out my interest and got into advertising, in which I had been interested for years. As no one in Chicago would give me a job, the Western Clock Company took pity on me and gave me a chance.

That was nearly fourteen years ago, and I'm still here.

My only hobby is a horse which my wife and son ride. I pay the feed and shoeing bills. Four youngsters keep me reasonably busy. Boiling it right down, I don't know what my hobby is. I like outdoor sports, I like to read, I like to go to the theater; in fact, I like most anything where everybody's happy and having a good time. My favorite author is myself.

J. J. Geisinger

By Henry Eckhardt

HIS first claim to distinction is the lawn he owns in Larchmont, N. Y. To own a lawn in Larchmont is a sign as meaningful as owning a beach at Southampton. A lawn in Larchmont remains a lawn only because some one can afford a dollar per week per square foot, for the watering.

His other claims to distinction rest on advertising.

History tells us that J. J. Geisinger was the first copywriter, the first service-man, the first copy chief, the first service director in the advertising agency field.

That would seem to put him in Chauncey Depew's class. But it doesn't—not by a jugful. You should see him in action.

Nevertheless, it was back a bit, when the original N. W. Ayer first conceived the idea of modern agency service, and inaugurated that service in the person of J. J. Geisinger. Yes, it must have been back a considerable bit—to hear J. J. G. tell of how he started National Biscuit, of how H. J. Heinz became king of the fifty-seven varieties, of how the I. C. S. struck the selling keynote

which has built the modern correspondence school, of how International Silver Company—why, his reminiscences make an advertising chronology.

Gossip gives credit to a certain young lady for that slogan, "What's wrong with this picture?" Gossip is wrong. That's J. J. G.'s pet test for an advertisement; he used it a quarter century ago to keep advertisements from slipping a cog.

By titles, J. J. G.'s history is brief enough, General Manager of N. W. Ayer & Son until 1912. Since then, Vice-President of the Federal Advertising Agency.

Mr. Holl *says*

"Our business paper campaign is the back-bone of our advertising"

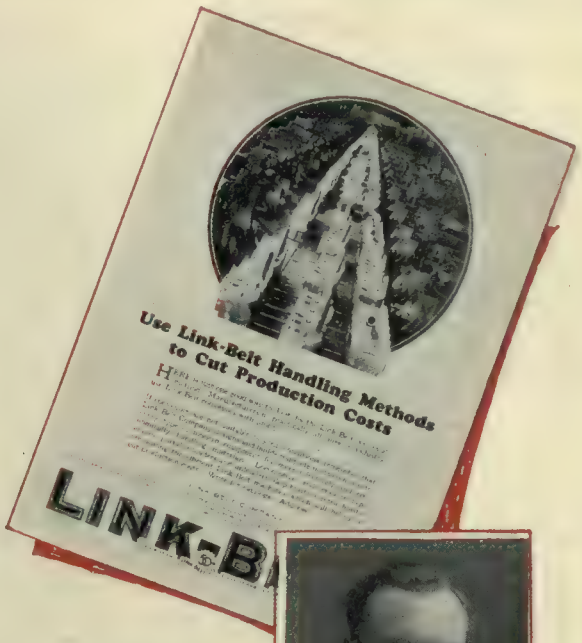
Mr. Holl, advertising manager of Link-Belt, believes that every dollar spent for advertising should contribute to the attainment of a previously fixed goal.

It is of especial interest, therefore, to note Mr. Holl's attitude toward the business press. To quote from his address at the London Convention of the Associated Advertising Clubs:

"Our greatest single expenditure is for advertising in the industrial papers. We advertise continuously, year after year, using large space, and wherever possible purchase preferred positions. *Our business paper campaign is the back-bone of our advertising.* For a manufacturer whose product is sold in varied industries, we have felt it unwise to use magazines having a general mixed circulation.

Low cost

"When you think that for the price of one page in a national general magazine you can keep a full page advertisement in a weekly business paper for a year, change the advertisement every week, and pay all expenses of photographs and cuts, it seems foolish to use the general medium."



Julius Holl has for some years been Advertising Manager of the Link-Belt Company, Chicago. He has been actively identified with organization affairs, and is now President of the National Industrial Advertisers' Assn.

Prominent on the Link-Belt schedule are publications that are members of the Associated Business Papers, Inc.

A. B. P. papers are the "key" papers in their field, leaders in quantity plus quality circulation — papers that have pledged themselves to maintain high publishing ideals in every department.

Our Advisory Service Department is glad to confer, without obligation, with anyone seeking data on the business paper field.

"Member of The Associated Business Papers, Inc.," means proven circulations, PLUS the highest standards in all other departments.

A.B.P.

THE ASSOCIATED BUSINESS PAPERS, INC.

Over 120 Papers Reaching 54 Fields of Trade and Industry

HEADQUARTERS, 220 WEST 42nd STREET NEW YORK

Sweater News and Knitted Outerwear
The Underwear & Hosiery Review
Tie-up
Your Consumer Campaign with Trade Publicity
for Sample Copies address:
KNIT GOODS PUBLISHING CORP.
93 Worth Street New York City

INVEST $3.00

Some firms pay $3.000 to an expert to direct their advertising or manage their salesmen. Others pay $3.00 for a subscription to MARKETING and find out for themselves what experts are doing. Still others lose anywhere from $300 to $300,000 annually by doing neither.

Marketing
Canada's Business Magazine

SPECIAL OFFER 26 fortnightly issues and set of four colored maps showing Canada's population distribution, for $3.00.

MARKETING PUBLISHERS LIMITED
4 East Wellington Street, Toronto, Canada

HOTEL EMPIRE
New York's newest and most beautifully furnished hotel—accomodating 1034 guests
Broadway at 63rd Street.
ROOM WITH PRIVATE TOILET $2.50
ROOM WITH PRIVATE BATH $3.50
ALL OUTSIDE ROOMS

THE WORLD IN PICTURES
A good photograph will say more than a thousand words. I have 150,000 subjects, including Burton Holmes negatives. On-approval service. Write me about your needs.
EWING GALLOWAY
15 E. 40th St. New York

Thinking in Terms of a Campaign

[CONTINUED FROM PAGE 32]

subscription galleys had always shown about an even break between men's and women's names. We looked at each other and blushed a rich damson-plum blush. John Bonehead had got even with us at last!

What is it to style a campaign?

It is to present the basic selling point with such originality that it will attract John Bonehead's attention and such continuity that it will get lodged firmly in John Bonehead's skull.

CONTINUITY! That's a thing that cubs don't usually get. They write one advertisement after another, each based on a different idea. The individual advertisements may be excellent. But they lack the cumulative force of a series, each driving home the same point in a slightly different way. Fox and Mackenzie say that good advertising is truth retold and retold and retold and retold. An epigram; but true as preachin'. You've no idea how long it takes to get an idea through John Bonehead's skull. Yes, yours, too, may the Old Scratch fly off with you! How many years do you suppose I've been telling you that *Vogue* is published *twice* a month? . . . Did you know it? . . . Does your wife?

Tecla Pearls is a fine example of continuity. So is Campbell's Soup. So is Eastman Kodak. So are those little Thompson Starrett advertisements. As far as you can see one of those advertisements you know what it's about, and you have a sort of instinctive goodwill toward it. Immensely valuable, that!

What is it to merchandise a line?

Merchandising is a big thing, far beyond the cub's grasp in most cases. You must know that your product is right, the profit reasonable, the distribution adequate, the selling price right, and the public informed. All these factors and often many others, must be considered in planning an advertising campaign that will succeed. You must know about jobbers and middlemen, dealer helps and merchandising stunts, turnovers and markups, trade papers and trade discounts, key cities and regional quotas, and all sorts of mysterious-sounding things.

Let's take a leaf out of old Socrates' book.

Eskimos eat candles. Suppose you write a splendid campaign selling candles as food. No matter how good your copy, it would be a failure. Why? Because you could never reach the Eskimos with your persuasive language, and nobody else will eat candles.

Absurd? Certainly!

But isn't it just as absurd to buy costly national circulation to advertise a product not distributed west of the Mississippi River? To try to sell

Free 60-page Reference Book
POLK'S REFERENCE BOOK FOR DIRECT MAIL ADVERTISERS
Mailing List Catalog No. 55
POLK'S REFERENCE BOOK
FOR DIRECT MAIL ADVERTISERS
Shows how to increase your business by the use of Direct Mail Advertising, 60 pages full of vital business facts and figures. Who, where and how many prospects you have. Over 8,000 lines of business covered.
Write for your FREE copy.
R. L. POLK & CO., Detroit, Mich.
570 POLK BUILDING
Branches in principal cities of U. S.

The Advertiser's Weekly
The Organ of British Advertising

The only weekly paper in the British Empire exclusively devoted to Publicity.

The only Advertising Publication in Great Britain giving audited net sales figures.

Published for all who wish to be informed on British advertising and its development.

Subscriptions $5 annually, post free.
Advertisement rates on application to
New York Office
9 E. 38th St. N. Y. City
or
New England Office—c/o Mr. Frank E. Willis, 148 State St., Boston, Mass.

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays
THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

face cream at $50 a jar? To attempt to advertise $16 a yard fine woollens to women when (1) the manufacturer hasn't discovered a way to mark his yard goods so the woman purchaser can identify it, and (2) he sells nearly all his output to the cutting-up trade? Yet I've seen all these things attempted, and many more.

Merchandising a line is compounded about evenly of common sense and the careful analysis of every point in the complicated transaction of moving a product from raw material to actual use by the consumer.

Far-purposedness is necessary to the advertising man who can carry such a campaign through to successful conclusion. There is nothing easier than to lose track of your original purpose by the way. It takes a tremendous amount of clear thinking and tenacity to hold to one line unswervingly for the necessary number of years.

The mechanics of handling a campaign vary widely, according to the problem. But usually you begin with an appropriation of so many thousand dollars. You select your public—Stuyvesants or Sweeneys. You figure how to reach them most economically—time of year, media, business conditions. You decide just what you can afford to offer them, and what special inducement to buy you can make. You plan how you will follow up inquiries. How the sales force will back up your written campaign. Whether publicity is needed in addition to direct advertising. Etc., etc. You make up your schedules of magazine advertising, newspaper advertising, direct-by-mail, trade paper advertising, with your copy due dates and mailing dates and costs and your estimates of probable results. In an agency, of course, this is all done for you by experts; but it doesn't do a copywriter, even in an agency, a bit of harm to know how it's done. Launch your campaign with the biggest smash possible. Hit hard while the iron is hot, and stop swiftly when the temper of the public cools and it costs more to make sales.

RECORD your results, if your advertising permits you to trace returns in inquiries or orders. Study them with the most meticulous care. Many factors enter into the result—even the weather—but you can usually get a line on the reason for the success or failure of a whole campaign.

Sometimes there are trick results. One January Sunday the *Chicago Tribune* staggered me with 1500 two-dollar subscriptions from a single advertisement. Why? There was a blizzard. The streets were impassable. Everybody stayed home, read the Sunday paper, and signed my coupon NOW!

Another time a printers' strike delayed a *Vanity Fair* circular three weeks beyond mailing date. It went out just after November 11, 1918—the day of the armistice. The public, released from the long financial strain of the war, cut loose and bought them-

Press-Tested Electrotypes

The Test Proof Tells

Our Special Test Presses prove the printing quality of Reilly plates *before* they're delivered.

You need take no more chances on electros.

The Test Proof Tells

REILLY

Electrotype Co.

209 West 38th Street, New York

TELEPHONE FITZROY 0840

GOOD PRINTING *need not be* EXPENSIVE PRINTING

LET US PROVE THIS TO YOU, BY GIVING US AN OPPORTUNITY TO FIGURE ON YOUR NEXT JOB—NO MATTER HOW SMALL OR HOW LARGE.

Telephone: CHELSEA *10480*

The WALDINGER PRESS

PRINTERS & BINDERS

121 WEST 20TH STREET, NEW YORK

CHALFONTE-HADDON HALL
ATLANTIC CITY

Summer Outdoors:
SEA BATHING
BOARDWALK
ACTIVITIES
GOLF
TENNIS
YACHTING
FISHING
AVIATION

Indeed, it's a pleasure to visit *Chalfonte-Haddon Hall.* Along with all the benefits of recreation, sea air and novel scenes, you enjoy also the comfort of not being a stranger. *Chalfonte-Haddon Hall* welcome you to Atlantic City with the hospitality and friendly atmosphere of home.

American plan only. Always open.
Illustrated folder and rates on request.

LEEDS and LIPPINCOTT COMPANY

On the Beach and Boardwalk. In the very center of things
Hear us on the Radio . . frequent Broadcasting from WPG

keith shaw
advertising art
GEORGE G. LAWRENCE, ASSOCIATE
16 EAST 41st ST.
NEW YORK CITY
MURRAY HILL
8 6 1 5

BOOT AND SHOE RECORDER
BOSTON
"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 13,423 copies weekly. (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

Decorations De Luxe
Add
TONE and QUALITY
to the Printed Page
OFFERED IN ELECTROS
RITE NOW FOR PROOFS
Cobb Shinn
207 Fair Bldg. Indianapolis Ind.

The Only "Denne" in Canadian Advertising
You cannot effectively place your Canadian Advertising by merely consulting a Newspaper Directory. You need an Advertising Agency familiar with "on the spot" conditions. Write.
A·J·DENNE & Company Ltd.
Reford Bldg. TORONTO.

selves something they had been denying themselves for a long time, and a simply amazing number of them evidently had been denying themselves *Vanity Fair.* I never got such a huge percentage before or since.

These things, studied over a period of years, alter the copywriter's point of view about the all-importance of copy. Particularly the all-importance of the clever phrase, the cute idea, the trick headline. Copy is tremendously important, yes. Clarity of statement is tremendously important, yes. Cuteness about certain products is tremendously important, yes. But the cleverest copy about a bad product or a poorly distributed product, cannot make customers for it. The most brilliant phrases addressed to the wrong public, or addressed to the right public at a wrong time, cannot create sales. The copy is nothing, unless the selling plan beneath it is right.

When the cub stops phrase-making and says to himself: "Now here's a certain amount of money to be spent for a certain definite end. Am I getting the most out of it for my chief? How could I get more?" He has crossed the line from cubhood and begun to be a genuine advertising man.

[This concludes a series of six articles by Miss Birchall on training the copy cub. The first installment was published in ADVERTISING AND SELLING, February 25, 1925.—EDITOR.]

Robert E. Ramsay

Will retire on August 1 from James F. Newcomb & Company, Inc., of New York City, of which he has been vice-president for the past four years. Mr. Ramsay will specialize in the production of direct advertising and house organs.

Adcraft Club

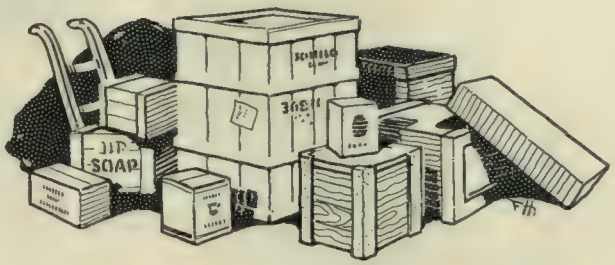
Of Detroit announces the election of the following officers and directors: President, Ward H. Marsh of McKinney, Marsh & Cushing; vice-president, Ralph L. Yonker of the J. L. Hudson Company; treasurer, Elmer P. Grierson of the *American Boy Magazine;* secretary, Robert R. Thien of MacManus, Inc.; secretary-manager, Gordon W. Kingsbury. Directors: Clinton F. Berry, Union Trust Company; Charles W. Brooke, Brooke, Smith & French; Verne Burnett, General Motors Corporation; Frederick Dickinson, Hupp Motor Car Corporation; W. R. Ewald, Campbell-Ewald Company; Joseph Scolaro, publishers' representative; Walter K. Towers, Paige-Detroit Motor Car Company.

David A. Tynion

Formerly of the Curtis Publishing Company and Moser & Cotins, advertising agency of Utica, N. Y., has been made a member of the firm of Birch-Field & Company, and together with Horace E. King will be in charge of the Rochester, N. Y., office of this agency.

W. A. P. John

Formerly vice-president of the Dunlap-Ward Advertising Company, Inc. of Cleveland, has joined the Detroit office of Campbell-Ewald Company.



The Managers of More Than a Million Homes

are convinced that Merchandise Advertised in this, their favorite publication, is first-class and good for them to buy because

GOOD HOUSEKEEPING SAYS SO

Exposure

A NUMBER of bond and real estate houses operate on the one-call principle. Their salesmen are taught to "put all the stuff they have on the ball" during their first call. They must get 'em or lose 'em then and there. They are not permitted to call back.

A basic law is involved in this policy—the law of averages. Other factors remaining the same, a man will make sales in proportion to the number of times he exposes himself to a possible sale.

In any given group of investors there are always some who are in a nascent condition—they are able and willing to buy.

So these houses, sometimes characterized as "high-pressure," ignore the follow-up factor and go after the greatest possible number of calls per man per day.

Hence, the salesman is valuable in proportion to the number of calls he can make.

The number of calls a man makes is directly comparable to the circulation of a magazine. Each copy that reaches a reader, or readers, exposes an advertiser in that copy to a possible sale, always assuming, of course, that the advertised product is a commodity that would naturally be bought by the readers reached by said magazine.

The character of the readers can be closely approximated by judicious sampling.

When the reader character has been established then the total exposure (circulation) of the magazine determines its relative advertising value.

Like the investment salesman a magazine is valuable in proportion to the number of calls it makes (for a dollar of cost to the advertiser).

There is an old newspaper slogan that "Nothing succeeds like circulation."

A. R. Mayer.

for
INDUSTRIAL POWER
440 So. Dearborn St.,
Chicago, Ill.

INDUSTRIAL POWER offers you an "exposure" to a total of 42,000 plants at the amazingly low rate of $3.58 per page per 1,000 exposures. The manner in which this value has been attained is interesting—and we would appreciate the privilege of telling it to you.

The Non-advertiser Must Pay the Price

At the last annual meeting of stockholders of the Pennsylvania Railroad, President Rea asked for authority to increase the company's bonded indebtedness to the extent of $100,000,000.

He got what he asked for—but not until after one of the stockholders—A. S. Hayward of Trenton—had questioned the advisability of the railroad continuing its policy of selling its bonds to a banking syndicate. Mr. Hayward advocated selling the bonds direct to stockholders and cited the case of the New Haven Railroad, which recently disposed of an issue of bonds to banks and business interests in the territory it serves. He also directed attention to the practice of the American Telephone & Telegraph Company, which every year or two sells its securities direct to its stockholders.

Mr. Rea told the stockholders that the Pennsylvania had never paid more than 3½ per cent for its financing—3½ per cent of $100,000,000 is $3,500,000—a sizable sum of money.

I doubt if there is a single recognized advertising agency in New York or Philadelphia which could not "place" the Pennsylvania's proposed bond issue for a tenth of $3,500,000.

Last May the American Telephone & Telegraph Company stockholders were offered $150,000,000 new stock. They snapped it up at an underwriting cost of a few thousand dollars.

The A. T. & T. believes in advertising and knows what it will do. The Pennsylvania Railroad is much older than the telephone company, but in everything that has to do with advertising it seems to be about where it was in 1865.

By Wireless!

The man in the seat just ahead of me on top the Fifth Avenue bus, coming downtown this morning, asked me for a match. I gave him half-a-dozen and by so doing apparently earned his goodwill, for, more than once, he turned in my direction and commented on the weather and the people and the buildings we passed.

On Broadway, between 58th Street and 57th Street, the bus stopped. Mr. Man rose to his feet and waved his arms wildly. He caught the eye of a man in the window of a stockbroker's office on the second floor of the Colonade Building. Then "my" man pointed his finger, first up, then down. The man in the stockbroker's office pointed his finger down. "My" man waved his arm. The man in the stockbroker's office put the first finger of his right hand across the first finger of his left hand. "Hell," said my man, "Pacific Oil's half a point down."

Tell Him to His Face

One of the largest advertising agencies in New York has a method which is all its own, of minimizing the possibility of friction between members of its staff. It is this: "If you have anything derogatory to say regarding any of your associates, please remember that it is the duty of the person to whom you complain to summon the person complained of and ask you to repeat your complaint in his presence."

Delicatessen Department

I know what "loose" milk is. But will some kind gentlemen please tell me what "pulled" figs are and also why "budded" walnuts are better than —or not so good as—the unbudded kind?

They Live on Advertising

Not so very long ago I met a young woman who, at the time, was connected with the advertising department of one of New York's largest department stores. Highly educated, member of a family which is looked up to in the community of which it has been a part for three generations, and with enough money of her own to live comfortably, she is not at all the sort of person one expects to find in a relatively unimportant position in a retail establishment.

When, as tactfully as I could, I asked her why she had associated herself with ———'s, she said, "Oh, just for the fun of the thing. It is an experience." Later, in answer to other questions, she said, "I don't believe ———'s have any customers—that is, customers in the sense that So-and-So and So-and-So have. They do an enormous business. Their store is always filled; but if they stopped their advertising, they would not last six months. They live on advertising. It is the breath of life to them."

Not an entirely healthy condition, is it?

JAMOC.

The Buying Power of Periodical Readers

[CONTINUED FROM PAGE 26]

classes, according to size of income:

D	Under $1,000
C	$1,000 to $2,000
B	$2,000 to $5,000
A	$5,000 to $10,000
AA	$10,000 and above

We have not gone far enough as yet to be able to present results which we would consider sufficiently extensive to be final. However, it will be of interest to present a few typical examples. I shall not mention the periodicals by name, as the work has not progressed sufficiently far.

	Percentages of Subscribers in the Various Occupational Groups				
Magazine	AA	A	B	C	D
Magazine No. 1	15%	14%	41%	28%	3%
Magazine No. 2	9	14	48	27	2
Magazine No. 3	10	11	46	29	4
Magazine No. 4	5	12	55	26	2
Magazine No. 5	7	10	64	17	1
Magazine No. 6	3	6	42	45	5
Magazine No. 7	2	2	31	59	6
Magazine No. 8	2	0	18	66	14
Magazine No. 9	0	2	13	65	20

The significance of these figures is obvious.

Twenty-nine per cent of the readers of magazine 1 are in classes A and AA and only 3 per cent are in class D. On the other hand only 2 per cent of the readers of magazine 9 are in classes A and AA but 20 per cent are in class D.

There are those who believe that research is of little or no value, who believe that their own personal impressions and opinions, formulated out of their own imagination, entirely apart from facts, are the ultimate basis of action. We shall not worry about those who take seriously Mark Twain's criticism, when he said that "There are three kinds of lies, namely, lies, d—— lies, and statistics."

Let us not misunderstand. Research, facts and statistics cannot take the place of judgment and imagination in making and executing plans. Sound judgment and practical imagination will always be most necessary. Facts, however, must be and are the only sure foundation upon which sound judgment and practical imagination can be based.

A man prominent in his field of business recently remarked to me that all we need is commercial imagination, that investigations in the field of marketing and distribution are purely a gesture to impress the head of a business, that it would be far better to look out of the window and let your imagination work than to make a market investigation. We shall not worry about people who take that point of view.

Research means nothing more nor less than obtaining dependable, unbiased facts in an organized form and related to a specific problem. Statistics and facts may be dry, and the labor involved in securing them may be drudgery, but instead of crippling

Courtesy of Barton, Durstine & Osborn, Inc.

Advertising Agencies appreciate the importance of artistic illustrations in the interest of their clients products.

FREDERICK BRADLEY :: *Photography for Advertisers*
435 FIFTH AVENUE, NEW YORK TELEPHONE CALEDONIA 5645

Consider This Market Every Day In the Year

Your church uses and buys—

Adding Machines
Addressing Machines
Automobiles
Cameras and Kodaks
Cement
Clocks
Coffee
Dishes
Envelopes
Files and Cabinets
Hardware and Plumbing
Heating Equipment
Furniture
Fixtures
Kitchen Equipment
Letter Heads
Pianos
Pipe Organs
Paper
Radios
Rugs and Floor Covering
Roofing
Bulletins and Signs
Tires
Typewriters
Vacuum Cleaners
Victrolas
Window Glass

Your Pastor recommends—

Will It Be Your Product?

Place part of your appropriation for 1925 in the magazine best fitted to sell this field

The EXPOSITOR

The Preachers Trade Journal Since 1899

Out of 130 National Advertisers using church papers 70 of them use the Expositor exclusively

F. M. Barton Co., Caxton Bldg.
Cleveland, Ohio

Chicago: 34 S. Wabash **New York:** 17 W. 42d St.

F. M. BARTON CO., Cleveland, Ohio
Please send Sample Copy and Rate Card of the Expositor to
Name
Address

$17,150 Worth of Business at a Selling Cost of Only 3%!

A letter with a folder enclosed, mailed to 12,000 customers, produced $17,150 worth of business at a selling cost of only 3%.

Hundreds of firms in all lines, are enjoying consistent and sensational sales results from their Direct Mail Selling. It's HOW you sell—not WHAT you sell, that counts! Waiting for buyers to come to you simply invites the sheriff! Take your values to them frequently; thru interesting circulars and letters.

Knowledge of markets, products and conditions is the success of Direct Mail Selling; so let our experienced merchandisers with "brass-tack" ideas, co-operate with you. An opportunity to show you how our service will help your business, will be welcome.

Complete Departments in—
MERCHANDISING
SURVEYS
COPY
ART AND PLATES
PRINTING
IMPRINTING
MAILING LISTS
PEN ADDRESSING
TYPEWRITING
LETTER REPRODUCTION
MAILING

BUCKLEY, DEMENT & COMPANY

DIRECT MAIL ADVERTISING
PLANNED—PRINTED—MAILED

General Offices and Plant
1314 Jackson Boulevard, CHICAGO

Eastern Sales Office
247 Park Avenue, NEW YORK

"When a manufacturer," *said the architect,* "asks me if he shall cut his list of media to avoid duplication, I ask him if he ever drove a nail with a single blow of the hammer."

Moral—use as many as you can, starting, of course, with The Architectural Record—(there are several reasons).

Ask us for the latest statistics on building activity—for a copy of our 56-page booklet, "Selling the Architect"—and for data on the circulation and service of The Architectural Record.

(Net Paid 6 months ending December, 1924—11648)

The ARCHITECTURAL RECORD
119 West Fortieth Street, New York, N. Y.

Member A. B. C. Member A. B. P., Inc.

imagination, they are sure to be a foundation for sound judgment and creative imagination. The invention of the Engineers' Transit Compass has not made the engineer less imaginative. Rather, it has made it really possible for him to plan structures on a scale never dreamed of before. Let us then understand that research, facts and statistics are not a substitute for, but are indispensable servants of, sound judgment and constructive imagination. There is more real inspiration in a set of comprehensive, reliable, unbiased facts about a problem than in the unfounded fancies of the impressionist. There is less likelihood of disappointment and a greater probability of success.

Returning to our original main problems, we shall some day know with satisfactory accuracy: 1, who the people are who have the buying power to purchase a given product; how many there are; and where they are located geographically; 2, we shall know more accurately through what channels to reach them with our sales messages without so much waste and lost motion; 3, we shall know what sorts of sales messages will really influence them, without relying so blindly on individual guess. We shall know the truth and the truth shall make us free—free from mistakes, guessing and waste.

Vanderhoof & Company

Chicago, will direct advertising for the W. B. Wilde Company of Peoria, Ill., and Savoly, Inc., Chicago.

Rex W. Wadman

Has been appointed manager of *Oil Engine Power*, effective May 1.

Roy S. Pollock

Has joined Picard, Bradner & Brown, Inc., New York advertising agency.

Eddy & Clark, Inc.

Akron, Ohio, will act as advertising counsel for the Champion Rubber Company of Cuyahoga Falls, Ohio, manufacturers of garden hose and automobile inner tubes. The Champion Rubber Company is a division of the Eclat Rubber Company of the same town.

Peck Advertising Agency, Inc.

New York, Brooklyn and Philadelphia, has been appointed advertising and merchandising counsel in the eastern part of the United States for the Not-A-Toy division of the Corcoran Manufacturing Company of Cincinnati, Ohio, manufacturers of Not-A-Toy, a device for babies.

C. A. Larson

Publisher's representative, has moved to 154 Nassau Street, New York.

Frank G. Erskine

Has joined the staff of the New York office of Cone, Hunton & Woodman, Inc., publishers' representatives.

Sales Counsel and Marketing Plans

[CONTINUED FROM PAGE 17]

probe deeply into almost any business. And it is an inexperienced agency man, indeed, who cannot ask the advertiser questions about his business that he cannot answer.

A manufacturer was much disturbed by the growing unevenness of his sales in different parts of the country. A fairly large national advertising campaign was being used. The copy had been highly spoken of by the manufacturer, his sales organization, his competitors and even by the agency who produced it.

The advertiser said there was no reason why sales should not be as satisfactory one place as another. He couldn't understand it. So, as is often the case when an advertiser fails to analyze correctly, this one turned upon the advertising. He said it was not producing the business. The agency was to blame. What about it?

The agency handling the account had nothing to offer in rebuttal except that the advertising had been created in accordance with the latest principles of successful advertising practice. The advertiser had approved the copy and liked it. What was wrong with the copy? The sales manager said if he knew the answer he wouldn't need an advertising agency. One snappy retort led to another and in a short time the account changed hands.

THE agency thereafter said many bitter things about the advertiser—his temperament, his fickleness, his injustice. It did not stop to consider that its entire rebuttal to the charges against it was based on its opinion of the quality of the advertisements; and it forgot that when it comes to judging advertisements the advertiser always has the best opinion because he has the final opinion. More than that, the agency did not comprehend that it had sinned even though its sins were those of omission rather than of commission.

Another agency stepped in. The first thing it did, after first confidence had been established, was to insert a well greased probe into the records of the Sales Department. Questions were asked. The answers showed records and analyses to be woefully incomplete and out of date.

The agency was successful in getting permission to send a man into the field. He investigated two widely different sections of the country.

He found that in one group of states the product was poorly distributed and yet the volume per dealer was comparatively large because the dealers carried only a few competing brands. In another group of states this advertiser had 75 per cent distribution, but the volume per dealer was very low and the number of competing brands carried per dealer very large. In this latter group of states the product led

An additional service to advertisers and readers

Each Spring, The Tulsa World conducts a Cooking School and Better Homes Exposition, under the able direction of Mrs. Florence Austin Chase, a nationally recognized home economics expert.

The 4th Annual Cooking School

which was held this year from April 13 to 17, was a big success in every respect. Over 2,000 interested Tulsa women were in daily attendance, and were loud in their praises of the School. This is but one of the many co-operative services The World renders its advertisers.

TULSA DAILY WORLD

OKLAHOMA'S GREATEST NEWSPAPER

American Lumberman

Est. 1873 A. B. C. CHICAGO

With over 100 paid correspondents in the largest producing and marketing centers the American Lumberman—published weekly—effectively

COVERS LUMBER FIELD

A TAYLOR THERMOMETER ADVERTISES 24 HOURS EVERY DAY

Agents whose clients' products are in keeping with thermometer advertising recommend *Taylor* Outdoor or Indoor Advertising Thermometers. All year round publicity, because of universal human interest in temperature.

Write for catalog and quantity prices.

Taylor Brothers Company, ROCHESTER, N. Y. N-38

(Division of Taylor Instrument Companies)

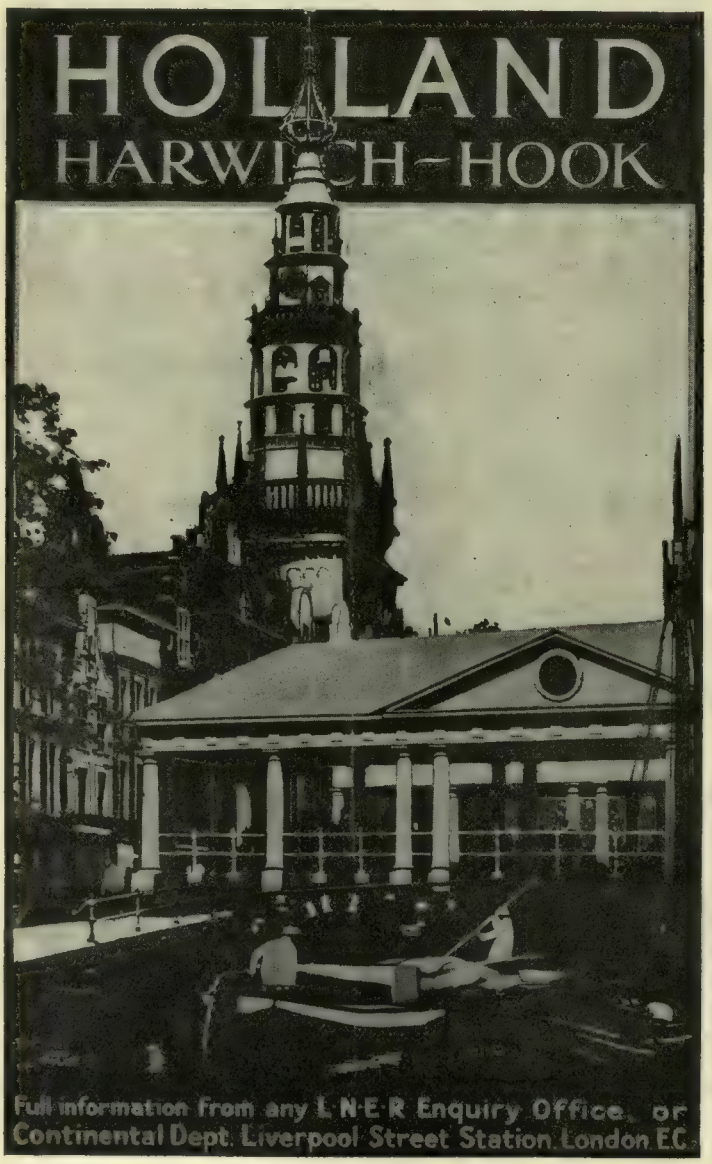
Specialists IN ILLUSTRATIVE PHOTOGRAPHY

CARD BLDG / CLEVELAND O

The PHOTOCRAFT COMPANY

An Exhibition Of Modern British Posters

From the Collections of H. L. Sparks and F. C. Kendall



BROOKLYN MUSEUM

Eastern Parkway and Washington Avenue

May 10 to June 9

Week days 9 to 5, Sundays 2 to 6, Mondays and Tuesdays Admission 25 cents. Other days Free.

Broadway-Seventh Avenue and Lexington Avenue Subways to "Eastern Parkway—Brooklyn Museum" Station.

all brands in total sales. In the former group of states it stood fourth. There were good and sufficient reasons for the conditions in both territories.

When the agency presented these and other findings to the client, not the least important result was a complete change in sales and advertising policies to conform to the conditions of the respective territories.

Perhaps the most important thing accomplished was that the Agency literally taught this manufacturer more about sales analysis and sound field operation that he had ever before known. More than that, the agency gained the well-earned and permanent confidence of the manufacturer.

It will not do to say: "That is an exceptional case and the manufacturer should have had all the data anyway." Of course he should, but it is not an exceptional case. It is no whit worse than many other examples of manufacturers' ignorance and agency indifference.

Another manufacturer for years had used local advertising. The agency handling the account had never thought any further than the O.K. on next week's newspaper copy. Another agency got the account. In six months, based upon a close study of this advertiser's entire problem, from manufacturing to distribution, local advertising was in the discard and national advertising was adopted not only as the logical solution but on the basis of proved economy.

The wonder is that so many businesses in America have succeeded in spite of themselves—in spite of wasteful manufacturing, inadequate financing, amateur sales policies and lazy advertising. Another wonder is that so few advertising agencies have seen the practical wisdom of going with the manufacturer through the labyrinth of his growth and so becoming an integral and indispensable part of his organization.

The day is rapidly passing when any business can hope to succeed on a fast and loose basis; and the day is over when a well-managed, progressive advertiser is going to be satisfied with less than thorough and volunteer cooperation from his agency on many problems that may be only remotely connected with advertising.

Joseph B. Mills

Publicity director of the J. L. Hudson Department Store Company of Detroit, has been elected chairman of the program committee of the Direct Mail Advertising Association convention which will be held in Boston on October 28-30.

We Apologize

The article, "How to Advertise Industrial Equipment Abroad," which appeared on page 23 of the *Fortnightly* of May 6, was an address by S. B. King, advertising manager, Sullivan Machinery Company, Chicago, instead of by E. W. Clark as was erroneously stated in our issue of May 6.

"To rise above mediocrity — requires enthusiasm and a determination not to be satisfied with anything short of one's ideals."

Drawn by Zero for the Hagenbeck Film Company

THE good engraving is the product of the deft artisan. In the accurate reproduction of art, sympathy of treatment to retain the original values and skilful direction of the mechanics are essential if the result is to transcend the just ordinary engraving. Some firms produce engravings which, like those things they reproduce, are works of art. Others turn out from their plants "just engravings." If you feel that you are getting this kind of service and desire the former, we will be glad to put ourselves and our facilities on trial.

The EMPIRE STATE ENGRAVING COMPANY
165-167 William Street, New York

Every business has its peculiar advertising and merchandising problems. Only specialists can master them. That is why we have restricted our service to industrial clients in the plumbing, heating and engineering fields.

"Putting the Cart before the Horse" is the title of our latest booklet. Write for a copy.

Arthur Henry Co. INC.
Industrial Advertising
1482 BROADWAY NEW YORK.

DISPLAY advertising forms of Advertising and Selling Fortnightly close ten days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the June 3d issue must reach us not later than May 25th. Classified advertisements will be accepted up to Saturday, May 30th.

The Handicap of Too Much Advertising

[CONTINUED FROM PAGE 23]

being found out. Scientists have learned that milk should be kept at 50 degrees or less; meat at a certain temperature; vegetables and fruit at another temperature, and so on.

The importance of flavor in food to digestion and health is alive with human interest. Much might be said about it in presenting the refrigerating efficiency of an ice-box.

How much of this information do the readers of refrigerator advertisements ever get? It is available.

Radio advertising is another case in point. There has been a flood of it. But of what use has it been to the purchaser looking for something definite on which to base his choice of a set? As he scans the radio pages he is met by statements so much alike that they could be transposed from one advertisement to another without loss. Sweeping claims for volumes, distance and selectivity march by his nose in endless procession without a single definite reason for them. Much might be said about radio of real interest to the layman, without getting into technicalities; simple, informative copy which would win confidence because it was concrete and helpful. There is a world of copy material imbedded in the feelings of users for a product, in the uses they make of it, in the benefits they derive individually, in the pithy phraseology they employ in telling about it. Often a user will discover in a product things never thought of by the maker which will open up an entirely new range of advertising appeal. Copywriters can be as interesting about a flat-iron as George Eliot was about the commonplaces of ordinary life if they will sink themselves as deeply and feelingly into the subject as she did.

TOO many things are done by rote and proxy in the advertising business. A research crew goes out to study a product and its sale. It brings in a wide array of answers to stereotyped questions, sorted out on a tabulating machine. This may be valuable data, indispensable in fact, and still lack the vital spark for good copy. Do we go out enough ourselves and sense for ourselves the consumer's and the dealer's *feeling* for a product? It is personal contact which counts in advertising: personal contact with the advertiser, the product, the dealer, and the consumer. Many new ideas or incisive headlines have been garnered in this way.

Copy should be more sincere. Confidence is the basis of all advertising influence. Unless people believe what they read they won't be influenced by it. During the past few years there has been substantial progress made in the sincerity of advertising appeal.

There are fewer sweeping statements made, less boasting, very much less deception.

But there is still a popular tendency to discount advertising as a partisan appeal astutely phrased to tell nothing but the truth but not ALL the truth. Advertising copy has hurt itself by being far-fetched sometimes. It has hurt itself by one-sided presentment. Take soap advertising, for instance. While undoubtedly keeping the skin clean is an aid to personal beauty, it is a minor factor compared with purity of the blood and wholesome food and hygienic habits. The subject is not presented in its right perspective. Too much credit is assumed for the soap, especially the particular soap. To induce a woman to undergo a soap cleansing of the skin in the hope of recapturing her youthful complexion is in itself thoroughly unsound. She cannot do so.

IN tooth-paste advertising there has been more or less artificial appeal. People have been misled without being literally misinformed. Therapeutic claims, perhaps theoretically right, have been based on a superficial and rather plausible use of scientific fact.

Advertising men have an obligation to their profession. They should adhere to standards of sincerity in spirit, and not merely attempt to get by the censor or avoid literally mis-statements. They owe this to themselves and to their clients, whose results depend upon the credibility of all advertising.

During the past two decades advertising has done a big job in stimulating trade channels. Advertised goods have been preferred by jobbers and dealers. The mere prospect of an advertising campaign has been the means of stocking a product. The trade has had respect for advertising as such. Dealers have cooperated with it by local publicity, by window and counter displays, by mail follow-up, by demonstrations and training of sales clerks. This local effort has really been the *effective* factor. It has sold the goods. Will that situation continue in the future? I think to an ever-lessening extent and unless popular interest in advertising remains keen, dealer interest will run. There is evidence now that dealers and jobbers are less impressed by the prospect of national advertising than they have been. More advertising as such does not mean what it did. Dealers want actual demand. There is so much advertising which fails to create it. Dealers know that.

It seems to me that the advertising of the future cannot lean so heavily upon stimulating the channels of trade into selling effort. It must rely more upon consumer influence. It must be so informative and convincing that consumers will definitely prefer the product and demand it from the dealer.

Building up a definite preference for

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a product in the reader's mind, so that he will inquire for or demand that product from his dealer, is a more difficult job than the familiar one of building up a mood of acceptance. The billboard type of copy can accomplish the latter. It will take something more convincing and more incisive to do the former. AND IT MUST BE DONE, if advertising is going to do its share toward shifting the burden of distribution from a selling to a buying initiative.

We advertising men have a responsibility in maintaining the volume of advertising. There are economic influences at work to shrink it. Some advertising has been ill advised. Concerns have been advertising who had nothing to say. They have been spending money on themes of no real interest to the public. Such advertising is likely to cease.

This may be true also of the advertising of merchandise which has nothing distinctive or interesting about it. People will not continue to read it. They get nothing for their pains.

Smaller units of space may be used as advertising becomes more informative and less flamboyant.

The huge consolidations contemplated or going on will tend to eliminate advertisers who compete. Industry is steadily concentrating itself into fewer and more powerful hands. It is a tendency of the time and will probably go to greater lengths in the near future.

New fields of advertising must be developed if volume is to be maintained; and volume must be maintained to keep advertising rates where they are.

Advertising men must be ever on the alert for new opportunities, new merchandise, new uses of it, new inventions. Some of the old ones may lose their appeal and pass out of the advertising arena.

Advertising has done a big job. Great progress has been made in the amount and effectiveness of it. Loss or progress will be made in the future. But we must look that future squarely in the face. We must ourselves be the first to recognize its new requirements and to meet them.

Visugraphic Pictures, Inc.

Producers and distributors of motion pictures, have moved into new quarters at 247 Park Avenue, New York.

Chambers Agency, Inc.

New Orleans office, will direct advertising for the West Baden Springs Hotel, West Baden, Ind.

J. Mora Boyle

Has been made advertising director of the *Daily Mirror*, New York, in full charge of sales.

H. P. Gould Company

Publishers of *Management*, have moved into new offices at 58 East Washington Street, Chicago, Ill.

Advertising Calendar

June 1-3—Second district convention, Associated Advertising Clubs of the World, Bethleham, Pa.

June 2—Advertising Managers' Conference, William Penn Hotel, Pittsburgh, Pa.

June 2-3—Special meeting of executives of Associated Business Papers, Inc., at Seaview Golf Club, Absecon, N. J.

June 3-5—Ninth district convention, Associated Advertising Clubs of the World, Centerville, Iowa.

June 4—Meeting of the New York Business Publishers' Association, Inc., Machinery Club, New York.

June 8-10—Summer Convention of the Insurance Advertising Conference, Briarcliff Lodge, New York.

July 17-18 — Conference Better Business Bureaus of Pacific Coast, Seattle, Wash.

July 20-22 — Convention of the Pacific Coast Advertising Clubs (Twelfth District) at Seattle, Wash.

October 12-13—Fifth district convention of Associated Advertising Clubs, Springfield, Mass.

October 14-16 — Financial Advertisers' Association, Columbus, Ohio.

October 28-30—Convention of the Direct Mail Advertising Association at Boston, Mass.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.

Charles Matlack Price

Has been retained as art director for the Outdoor Advertising Agency of America, Inc. Mr. Price is the author of "Posters," a comprehensive book on poster design later republished as "Poster Design," associate editor of *Poster Magazine*, and was for three years instructor in poster design at the New York School of Applied Design.

Mrs. Anita Simpson

Of the Chicago staff of Albert Frank & Company, Inc., has been elected president of the Women's Advertising Club of Chicago for the coming year. Among other officers are: Mary Dowd, program chairman; May M. Brown, recording secretary, and Marguerite Heinrichs, corresponding secretary.

H. E. Stedman

Has been appointed art director of the Hartwig Advertising Company, Inc., of St. Louis.

Arthur C. Kingston

Formerly connected with the United States Rubber Company and its subsidiaries, has been appointed director of sales of the Boston Woven Hose & Rubber Company, Boston, Mass., following resignation of Edgar E. Fay.

Kirk Day

Until recently with the Prather-Allen Advertising Agency, Cincinnati, Ohio, has joined the staff of the O'Connell-Ingalls Advertising Agency of Boston.

United States Advertising Corporation

Has moved its offices to the Fisk Building, 250 West 57th Street.

Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Business Opportunities

$7,500.00
will buy controlling interest in $25,000.00 Advertising Agency, Incorporated. Contracts $4,884.25 already closed in writing. "Business," Box 423, Roanoke, Va.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
14 West 40th St., New York City.
Telephone Penn. 3566.

Position Wanted

ART DIRECTOR
with an engineering and sales background, desires similar position with Eastern agency. Capable artist can work in all mediums. Newspaper and studio experience. Available about August 1st, 1925. Box 272, Adv. and Selling Fort., 9 East 38th St., New York City.

Copy writer desires to make change. Publishing and agency experience, wide range of accounts. Versatile. Salary moderate. Single. Age 25. Box 275, Adv. and Selling Fort., 9 East 38th St., New York City.

ADVERTISING WRITER, SOLICITOR, nine years' experience covers buying art, printing, engraving; three years large agency and three years selling space; produced booklets, catalogues, dealer helps, letters, etc.; University trained. Age 29, married; desires big opportunity with advertiser, agency or publisher; salary reasonable; opportunity must be unlimited. Box 271, Adv. and Selling Fort., 9 East 38th St., New York City.

Position Wanted

COPY, EDITORIAL, DIRECT MAIL
Making words talk like a regular, sensible human being is my strong point, backed by a dozen years of successful all round advertising and editorial experience. The details are right. Part time possible. Box 274, Adv. and Selling Fort., 9 East 38th St., New York City.

Somebody is going to be glad they got me—a sales and advertising executive who isn't too Ritzy to go out and prove it. A fine background of road selling and branch managership experience. Send me anywhere. Box 269, Adv. and Selling Fort., 9 East 38th St., New York City.

Help Wanted

SALESMAN WANTED
One who knows something about direct-mail advertising—to travel and present a constructive plan to printers. Printing experience would help. Please reply by mail only, stating experience and minimum drawing account, against commissions. Personal interviews impossible except by appointment.
CHARLES AUSTIN BATES
33 W. 42nd St., New York

Miscellaneous

LETTERS
Do you need commonsense—human—sales promotion letters that pull? Let me do them for you in my spare time—$5.00 per letter. Address Frank P. Stelling, 273 Lexington Avenue, New York City.

MAKE A CHANGE
Get away from the heat and bustle of the city during July and August and live in an attractive seven-room home (not apartment) adjoining large tract of woods in Yonkers. Newly furnished. Forty minutes to Grand Central Station on N. Y. C. Railroad. Live in country, but near your work. Box No. 273, Adv. and Selling Fortnightly, 9 East 38th St., New York City.

"GIBBONS knows CANADA"
A. E. Gibbons Limited, Advertising Agents
TORONTO MONTREAL WINNIPEG

15 Cents a Copy
The Oil and Gas Journal
PRODUCING REFINING MARKETING
TULSA OKLAHOMA
if sold by Newsboys
If Sold by Newsboys
the moment the first boy appeared on the streets he would attract every oil man within hearing.
Because oil men the world over have learned that the "Big Yellow Book" carries the first important news happenings in the industry.
The most important piece of news in years—the saving of the oil security market by showing why increased production of crude should have no effect on gasoline prices—was carried in the Journal. We proved by facts and figures that this was the true condition of the industry.
And that's why oil men buy from the news stands. They won't wait for their regular copies to follow them from field to field.
Such a medium should interest advertisers seeking the open road to the buyers of oil field merchandise.
The Oil and Gas Journal
PRODUCING REFINING MARKETING
TULSA, OKLAHOMA

Will you give us your opinion on this?

Are We On The Right Track?

SINCE the inauguration of TIME, the weekly News-Magazine, we've confined our efforts to building circulation upon the sole basis of MERIT.

We do not believe in premiums or stunts to boost circulation. On this policy, we have built Time's circulation from 5,000 copies in 1923 to 70,350 copies in 1925 and GUARANTEE 110,000 by 1926. We intend to adhere to this policy. We believe we are right, but we want the outsider's viewpoint.

Will you give us your opinion? Will you fill in and return to us the coupon below? We will appreciate your courtesy in assisting us to obtain an opinion from advertisers and advertising agents regarding TIME's stand on the circulation question.

ROBERT L. JOHNSON
Advertising Manager

TIME, Inc.
236 East 39th Street
New York City

REPRESENTATIVES

Western
POWERS & STONE
38 South Dearborn Street,
Chicago, Ill.

New England
SWEENEY & PRICE
127 Federal Street,
Boston, Mass.

Southern
F. J. DUSOSSOIT
1502 Land Title Building,
Philadelphia, Pa.

I believe TIME is RIGHT in adhering to its policy of selling circulation on MERIT alone.

Mark Here [ ]

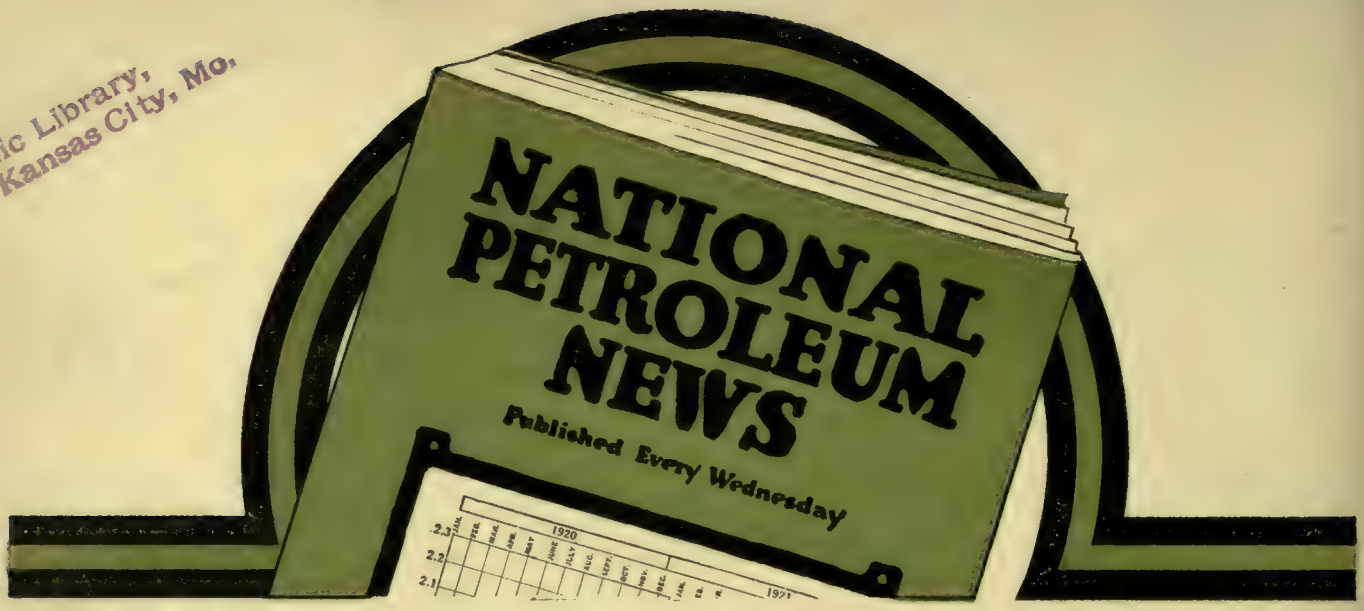
I believe in the use of premiums or stunts if they will influence an increase in TIME's circulation.

Mark Here [ ]

Name .....*Company* .....

Address .....*Capacity* .....

ublic Library,
Kansas City, Mo.



"Check book readers"

EVERY FRIDAY MORNING the directors of a world-famous oil company sit in session in a building down on the lower end of Manhattan. At *every meeting* the latest copy of National Petroleum News (published the previous Wednesday) is in the Chairman's hands. Its important stories are discussed by the board in official session. *How do we know this?* Because if Uncle Sam's mails are late, the Chairman's secretary phones our N. Y. office for its copy by messenger boy at once. In addition, every one of those directors gets his individual copy of N.P.N. at his desk and several have copies at home.

If the leaders of a corporation which has, within itself, nation-wide facilities for collecting information and investigating each new development, feel this urgent necessity to keep abreast of the editorial pages of N. P. N., you can realize what it means to the head of the small company, who must either depend upon published information or make his decisions blindly.

The fact is that, large or small, an oil man finds "N.P.N." a weekly necessity.

MEASURED from any angle — number of paid-in-advance subscribers —dollar volume of advertising carried — buying power of companies reached — number of individuals reached who control their companies' buying decisions —evidence secured by impartial outside investigators —NATIONAL PETROLEUM NEWS stands first as the right place in which to advertise to reach the whole oil industry.

NATIONAL PETROLEUM NEWS
812 Huron Road CLEVELAND

DISTRICT OFFICES:

TULSA, OKLAHOMA . . . . . 608 Bank of Commerce Bldg.
CHICAGO . . . . . 360 North Michigan Avenue
NEW YORK . . . . . 342 Madison Avenue
HOUSTON, TEXAS . . . . . 608 West Building

Member: A. B. C. *Member: A. B. P.*

Advertising & Selling

FORTNIGHTLY

JUNE 3, 1925 15 CENTS A COPY

In this issue:

"We Made a Success Out of a Business Failure" By P. H. Noland; "Overdone Engineering and Underdone Merchandising" By Russell T. Gray; "How We Built Up Our Overseas Trade" By F.W. Copeland; "Why Not Cooperation Rather Than Criticism?" "Suggesting the Atmosphere You Don't Dare Show."

That's How Chicago Feels About It—

Chicago people know their newspapers—their relative journalistic efficiency and their consequent advertising efficiency.

When Chicago people want anything that someone else can supply they know that the way to get it is to advertise for it in the classified columns of The Chicago Daily News. In the year 1924 the people of Chicago and its suburbs placed 929,456 individual "want-ads" in The Daily News. Almost a million separate pieces of business placed in a medium that they know by experience brings the desired return.

The Daily News is effective as a "want-ad" medium because it reaches the sources of supply in Chicago and its suburbs—and is read for advertising information as well as for its current news and editorial features. The qualities that make it effective as a "want-ad" medium make it equally effective as a display medium—and display advertisers so testify by their advertising lineage. In 1924 The Daily News published 15,099,527 agate lines of display advertising, a greater volume than was ever before published by any Chicago daily newspaper in any single year. The next highest 1924 daily lineage record was 11,774,440 lines.

The people of Chicago appreciate The Daily News' comprehensive advertising service, and know that because it is *their* advertising directory and guide their own advertisements will receive the same attention. The Daily News' 400,000 daily average circulation means approximately 1,200,000 readers every day—concentrated 94 per cent in Chicago and its suburbs.

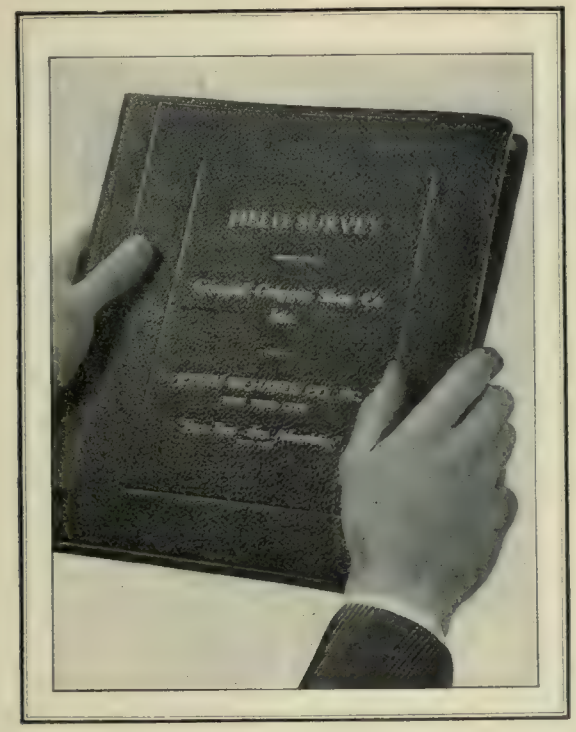
Chicago people know that they can get what they want by using the advertising columns of

THE CHICAGO DAILY NEWS

First in Chicago

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume 5. No. 3. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.

A book about *your* business



by the folks who buy your goods

In a long experience, we have compiled many "Books of Facts" for individual manufacturers. They cover many industries and many channels of trade: groceries, drugs, furniture, shoes, etc.

HOW often have you thumbed hopefully through books on marketing only to lay them aside because they did not apply to your particular problems? How often have you wished that somewhere you might turn to a volume and find answers to the intricate questions of your own business?

There is such a book. Its name is the Richards Book of Facts. Your copy of this book does not exist as yet, because, unlike any other book, a Richards Book of Facts is prepared for the individual manufacturer. It presents a study of that manufacturer's product and marketing methods as disclosed by a field survey in which hundreds, sometimes thousands, of consumers, retailers, and wholesalers are interviewed.

When your Richards Book of Facts is made, you will find in it, not theory, not out-of-date accounts of someone's else business, but trustworthy information to guide you and us in the making of advertising and sales plans.

As one manufacturer says about his Richards Book of Facts, "We feel that it insures our money will not be spent until results are certain."

We will gladly tell you how a Richards Book of Facts may be prepared for your business and used as the basis of the advertising which we do for you.

A copy of our new booklet entitled "Business Research," which describes the place of research in modern business, will be sent free on request. Address

JOSEPH RICHARDS COMPANY, INC.
251 Park Avenue New York City
An Advertising Agency Established 1874

RICHARDS *"Facts first—then Advertising"*
TRADE MARK REG.

THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK

If you want to know about our work, watch the advertising of the following:

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
TAVANNES WATCHES
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
WELLSWORTH OPTICAL PRODUCTS
TARVIA
DUZ
WALLACE SILVER
HAVOLINE OIL
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEWITT WORK-LIGHT
L & G AGATE WARE
BONDED FLOORS
TAO TEA BALLS
NEW-SKIN

What we've done for others we can do for you.

Member of the American Association of Advertising Agencies
Member of the Audit Bureau of Circulations
Member of the National Outdoor Advertising Bureau

Page 5—The News Digest

Advertising Club of New York

Announces the election of Charles C. Green, president of the Charles C. Green Advertising Agency, as its next president to succeed H. H. Charles. Other officers elected were: Vice-president, Gilbert T. Hodges, advertising manager of the Frank A. Munsey Company; treasurer, H. R. Swartz, president of the Intertype Corporation; directors to serve three years, H. H. Charles of the Charles Advertising Service, and Grover A. Whalen, director of executive administration of John Wanamaker.

Palmer Advertising Service, Inc.

Has moved its general sales offices and headquarters to 56 Cortlandt Street, Tarrytown, N. Y. A local New York sales office will be maintained at the old headquarters address, 19 West Forty-fourth Street.

Amos Parrish

Has been appointed sales manager of William Taylor Son & Company of Cleveland. Mr. Parrish was advertising manager of the same concern until four years ago and has since acted as advertising and sales counselor for James McCreery & Company, New York; Strawbridge & Clothier, Philadelphia; and The Halle Brothers Company, Cleveland. E. N. Clark remains in William Taylor Son & Company as advertising manager.

L. I. Thomas

For ten years in editorial charge of *Factory*, is now associated with *Industrial Power*.

The Clark Collard Company

Chicago, will direct advertising for Donald F. Duncan, manufacturer of novelty candy containers.

A. Q. Gordon

Cincinnati, has been appointed advertising representative of *The Rotarian* to cover Ohio, Indiana and Kentucky.

Irvin F. Paschall, Inc.

Chicago, will act as advertising counsel for the Kelsey Manufacturing Company, Escanaba, Mich., makers of wooden linings for Ford transmissions.

E. M. McLean

Has been promoted from sales division manager to general sales manager of the Four Wheel Drive Auto Company, Clintonville, Wis.

Hicks Advertising Agency, New York,

Will direct advertising for the Artcraft Negligee Company, same city, makers of "Artcraft" and "Dawnrobe" negligees, kimonos and robes.

The Thumbnail Business Review

By Floyd W. Parsons

¶ The volume of business continues at a satisfactory rate. Car loadings remain at a high level, especially in manufactured products. The figures for less-than-carload lots are above normal, indicating that the hand-to-mouth policy of buying still prevails.

¶ Bank clearings in practically all centers are making new weekly records. The latest returns from each of the Federal Reserve districts show an increase over last year. The purchase of foreign government and corporate securities by American investors has materially increased the purchasing power of European groups, which fact is confirmed by our increase in exports.

¶ Building permits are making new high records, and motor production for April surpassed all previous accomplishments. Orders for steel are developing in a satisfactory way, and unusually large purchases are in prospect for public works and utilities. The general outlook for gas and electric companies is as good or better than it ever has been before.

¶ Business sentiment generally is much improved over what it was some weeks ago. The paper, rubber and silk industries have reached a condition of profitable operation. Practically the only dark spot is in New England, where silk industries have reached a condition of profitable operation. Practically the only dark spot is in New England, where slack business continues in the woolen, cotton and leather industries. The most encouraging thought in this connection is that whatever turn comes in these lines of trade that have suffered from depression, the movement is certain to be upward. Constructive forces are at work and there is good reason to feel that the worst is behind us in textiles and leather.

Associated Advertising Clubs of the World

Have announced definitely that the 1926 convention, to be held in Philadelphia, will take place June 19-24, 1926.

United Publishers Corporation

Announces the election of A. C. Pearson, formerly vice-president and general manager of the Textile Publishing Company of New York publishers of *Dry Goods Economist*, as president of that company which is one of its subsidiaries. Everett B. Terhune has been elected president of the Boot and Shoe Recorder Publishing Company, Boston, another subsidiary of the United Publishers Corporation, in which organization he has held the position of vice-president and general manager. Mr. Pearson is a vice-president and Mr. Terhune a director of the United Publishers Corporation, of which Charles G. Phillips remains the president.

Arthur Cobb, Jr.

Has resigned from Barton, Durstine & Osborn, Inc., New York, to become vice-president of Pedlar and Ryan, Inc., same city.

The Buchen Company

Is the new name which was adopted on June 1 by the David C. Thomas Company, Chicago advertising agency. There will be no change in personnel or address.

Bruce W. Elliot

Has joined the staff of Moser & Cotins, advertising agency, Utica, N. Y.

W. Ray Cummings

Vice-president of the Monroe Calculating Machine Company, has been elected to the executive committee of the Boston Export Round Table.

Robert A. Wright

For the past two years connected with the advertising department of the *New York World*, has joined the staff of the New York office of William J. Morton Company, special newspaper representatives.

Ray D. Lillibridge, Inc.

New York advertising agency, will move into new quarters on June 6 at 8 West Fortieth Street. On May 27 the agency gave a "downtown farewell luncheon" at the Lawyers' Club to a group of clients, publishers and business friends.

Smith, Sturgis & Moore, Inc.

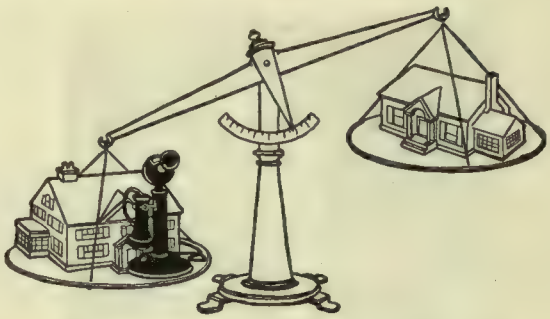
New York, will direct advertising for the Garod Corporation, Newark, N. J., makers of the "Garod" Neutrodyne Radio Receiver.

Kansas Daily Newspaper Advertising Association

Has reelected Marco Morrow, assistant publisher of The Capper Publications, as its president. John Nicholson, of the *Hutchinson News*, was elected secretary for the coming year.

[ADDITIONAL NEWS ON OTHER PAGES]

The home with the telephone is the market for your goods



Every manufacturer who advertises has occasion to ask himself this question: Where is the market for my goods? How can I divide the people of this country into those whom I can reach and sell easily and those on whom it does not pay to spend money or effort?

All sorts of measuring sticks and divining rods have been applied to population. The distribution of the income tax has been one guide. The ownership of a home is another. The possession of a motor car a third. All these have their advantages, but all are superseded by the thoroughness, comprehensiveness and definiteness of the telephone list. Here are 8,419,668 homes with telephones (disregarding all business connections) which have risen to a certain standard of living, of incomes, of expenditure, that makes the telephone necessary and possible. The presence of this simple device divides that family from all others who have not yet reached the telephone state of prosperity.

Since there must be a division of some kind, since it is obviously impossible to sell the entire population of the United States, since it is absolutely necessary to concentrate on those who are able to buy and who are reachable by advertising and other selling appeals, the telephone is the surest index. It draws a line through population. One-third of the country's homes have telephones and it is conservative to estimate that they buy two-thirds of the advertised commodities sold.

It is a good thing for the national advertiser to aim at—market coverage of the eight and one half million families who have telephones—and obviously the telephone subscriber circulation of a number of magazines must be added together to total more than eight and a half million.

The telephone market has been staked out and more and more sales and advertising managers are using the distribution of the telephone to check up the distribution of their own product. The telephone is one of the surest indexes of buying power and it likewise points the way to the best advertising mediums.

Because in the ten years (1915-1924) The Digest has continuously circularized telephone subscribers, it has increased its circulation to more than 1,300,000 copies per week and can make to all manufacturers of nationally advertised products this definite statement:

The home with
a telephone is the
best market
and the best million telephone
homes are subscribers
to

The Literary Digest

TRENTON, NEW JERSEY AN IDEAL TEST MARKET

TRENTON is usually one of the cities selected by manufacturers who desire to test their merchandise and advertising in certain markets before attempting to secure national distribution.

With more than 400 factories engaged in the manufacture of 97 different kinds of goods valued at more than $125,000,000 Trenton is not affected by trade slumps as in the case of cities dependent on a few industries.

The Trenton Trading Zone (a radius of 20 miles) has a population of 195,000 the make up of which is very similar to that in metropolitan centres.

The Times with a daily, guaranteed circulation of 38,000 copies offers advertisers the only possible coverage of Trenton and its numerous surrounding towns.

TRENTON (N. J.) TIMES

KELLY-SMITH CO.,

National Representatives

MARBRIDGE BLDG., NEW YORK LYTTON BLDG., CHICAGO

WHAT is meant by quality in circulation?

Taste to appreciate the finer things of life and means to buy them.

What does the advertiser get when he buys quality circulation?

A group of people selected for their taste to appreciate and means to buy—weeded of those with either poor taste or poor purse. . . . Plus the influence of these leaders on their many followers. . . . Plus their influence on the trade which serves them.

How can the advertiser tell when he has quality circulation?

By comparison of subscription galleys with exclusive club lists, directories of directors, store charge customer lists, social registers, society pages in newspapers, prospect files of leading motor car makers, income tax lists, etc.

Without such careful comparison, how can the advertiser determine in advance what publications can give him quality circulation?

Price of publication is one indication; mechanical excellence is another; quality of editorial content is a strong indication; publisher's willingness to show subscription galleys in any town requested is a strong indication; common-sense is the best guide of all.

Is quality circulation worth more per page per thousand than run-of-mill?

Yes, always, to the advertiser of a quality product designed for quality people. Yes, always, to the advertiser of a quality product designed for both mass and class. No, to the advertiser of a second-rate product designed for the masses.

VOGUE
VANITY FAIR
HOUSE & GARDEN

THE CONDÉ NAST GROUP

All members of the Audit Bureau of Circulations

"Look at the Boob"

Humor—and Sanity

Charles Dana Gibson, in this drawing, has been none too gentle in satirizing that most popular game, laughing at the other fellow. Life paid tribute to its readers' mentality when it published the illustration, for it assumed that they could, at times, laugh at themselves.

The intelligence of Life's readers is combined with the means to buy and a responsiveness to advertising that is both gratifying and profitable to the advertiser who desires to reach this group. Life is by far the "best buy in the class field."

PARTIAL LIST OF

National Advertisers Using Life in 1925 with Comprehensive Schedules

Color

American Tobacco Company
Lucky Strike
Pall Mall
Atwater Kent
Beechnut Packing Co.
Cadillac Motor Car Company
Colgate & Company
The Crane Company
Fisk Tire Company
Ford Motor Company (Lincoln Division)
General Tobacco Company
B. F. Goodrich Rubber Co.
Holeproof Hosiery
Ipswich Mills
Keystone Watch Case Co.
Lambert Pharmacal Company
Parker Pen Company
Pierce Arrow Motor Car Co.
W. A. Sheaffer Pen Company
The Coco Cola Company
White Rock Mineral Springs Company

Black and White

American Telephone & Telegraph Co.
Apollinaris Agency Company
Bauer & Black
Black, Starr & Frost
Brooks Bros.
Cunard Steamship Company
Coty, Inc.
Crichton & Company
Davey Tree Expert Company
Wm. Demuth & Company
A. B. Dick Company
W. L. Douglas Shoe Company
Dreicer & Company
Eastman Kodak Company
Fisher Body Corp.
The Forhan Company
French Line
General Electric Company
General Motors Corp.
General Tire & Rubber
Gorham Company
Alexander Hamilton Institute
Hart Schaffner & Marx
Hotels Statler Company
Houbigant
Hupp Motor Car Company
Robt. A. Johnston
Lehn & Fink
Liggett & Myers (Fatima)
Maillard's
Maxwell-Chrysler
Mohawk Rubber Company
Munsingwear Corp.
Nordyke & Marmon Company
Packard Motor Car Company
Palmolive
Pepsodent Company
Phillips-Jones Corp.
Phoenix Hosiery Co.
Reed Tobacco Company
Rubberset Company
Society of American Florists
U. S. Shipping Board
Van Ess Laboratories
Welch Grape Juice Co.
Wahl Company
Weyerhauser Forest Products
Wrigley's Gum
W. F. Young, Inc. (Absorbine, Jr.)

L i f e

127 Federal Street
BOSTON, MASS.

598 Madison Avenue
NEW YORK, N. Y.

360 N. Michigan Avenue
CHICAGO, ILL.

"THE BEST BUY IN THE CLASS FIELD!"

A MOTHER will purchase household equipment, clothes, and even food on a trial basis. But when it comes to buying for her baby she must have steadfast confidence in the product or the purchase will not be made.

This willingness to buy for her baby can be instilled through magazine advertising, providing the magazine earns her confidence by giving needed advice in caring for her baby.

The Editors of the PEOPLE'S HOME JOURNAL are idealists. They see their work as a part of that great ambition—the creating of better, freer and happier homes for a million families through their editorial influence.

Marianna Wheeler, our Baby Editor, is an important contributor to the happiness of these JOURNAL homes. Her years of experience as head of the Babies' Hospital in New York have given her that practical training which is so necessary to successfully conduct a baby department.

The Young Mothers' Nursery Class and the Class for Prospective Mothers have endeared Marianna Wheeler to the hearts of PEOPLE'S HOME JOURNAL Mothers, and give to an advertiser a background and setting that goes far toward creating confidence in his product.

PEOPLE'S HOME JOURNAL

CHOSEN FROM THIRTY

By One Who Knew

SURELY you can be assisted in your selection of an advertising agency by the decision of a former executive of one of America's largest agencies. His choice of the Lamport-MacDonald Company from thirty who presented their respective cases, should kindle a desire on the part of manufacturers to hear the story of achievement which won the favor of this man.

He has sat on both sides of the merchandising conference table. Because of this past experience he knows the vast difference between promise and performance.

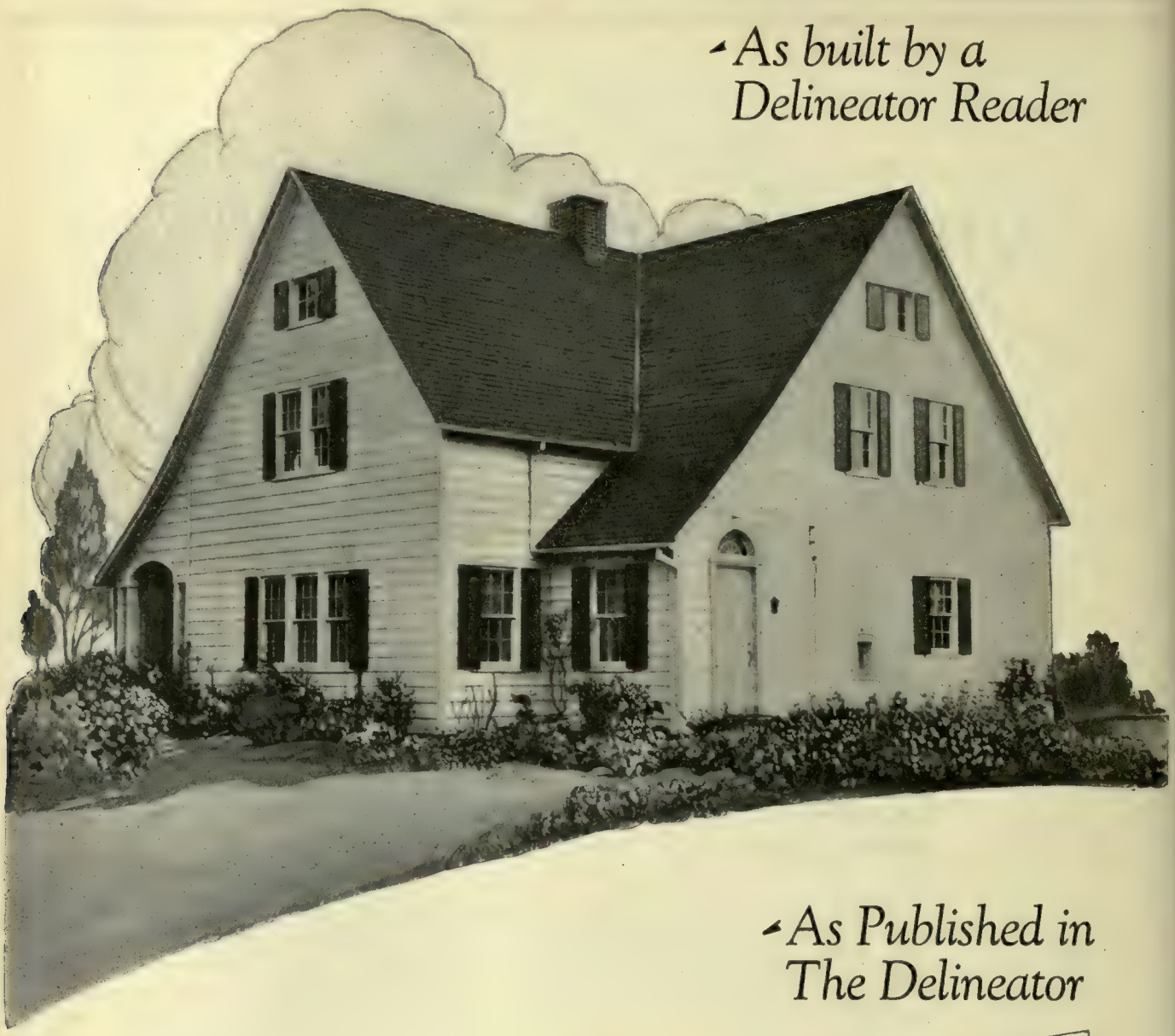
If you are about to begin advertising, or if you are looking for a better agency relationship, we shall be glad to hear from you. We will frankly tell you whether our organization is especially prepared to assist in solving your merchandising problems.

A copy of a letter in which this executive tells the reasons why he chose the Lamport-MacDonald Company will be sent to those interested

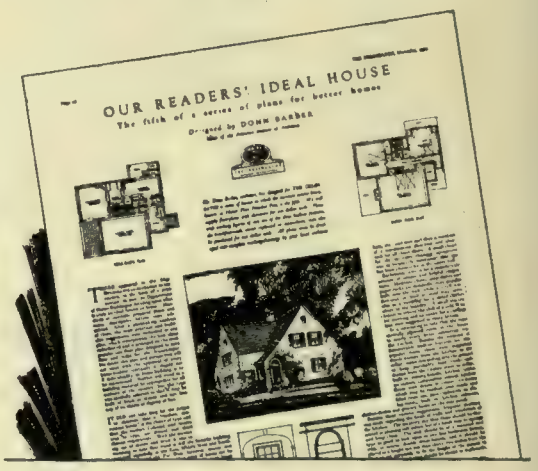
Lamport-MacDonald Co.

J·M·S·Building~South Bend. Ind.

As built by a Delineator Reader



As Published in The Delineator



A Delineator House Built by
A Delineator Reader from
A Delineator House Plan
Designed by Donn Barber for

The DELINEATOR

Founder of BETTER HOMES IN AMERICA

Chicago New York San Francisco

Volume Five
Number Three

Advertising & Selling
FORTNIGHTLY

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© Brown Bros.

IN this issue F. W. Copeland, vice-president of the Sullivan Machinery Company, describes in some detail the methods by which his firm has built up the highly satisfactory volume of foreign trade which it now enjoys. The ever-puzzling question of credits and the problem of selecting the types of agencies best suited to cope with the widely differing conditions which are met with in world trade are thoroughly and interestingly dealt with in this pointed and comprehensive article.

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J. H. MOORE, *General Manager*
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Telephone: Caledonia 9770

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SAN FRANCISCO: W. A. DOUGLASS, 320 Market St. Garfield 2444
CHICAGO: JUSTIN F. BARBOUR, Peoples Gas Bldg.: Wabash 4000
NEW ORLEANS: H. H. MARSH, Mandeville, Louisiana
CLEVELAND: A. E. LINDQUIST, 405 Swetland Bldg.: Prospect 351
LONDON: 66 and 67 Shoe Lane, E. C. 4: Telephone Holborn 1900

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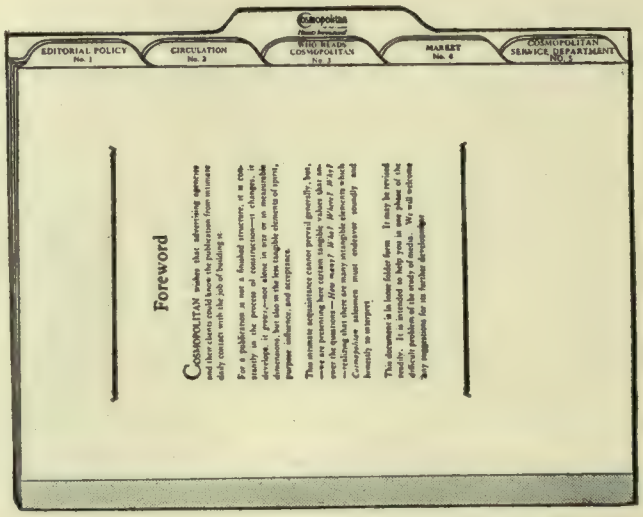
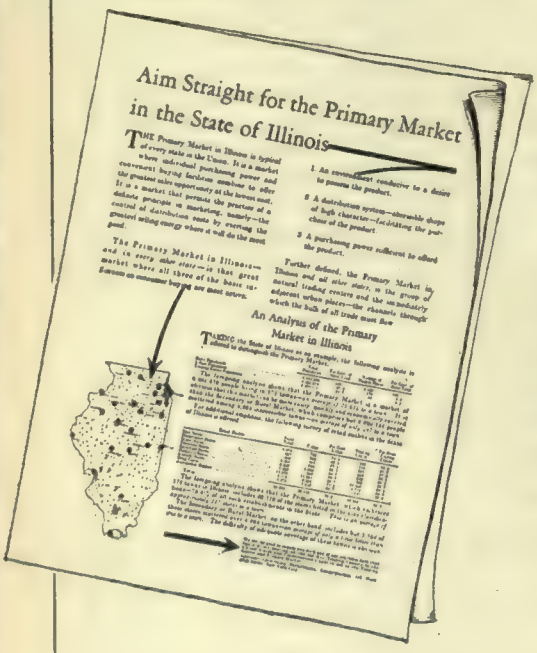
Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising, Advertising News, Selling, The Business World, Trade Journal Advertiser* and *The Publishers Guide. Industrial Selling* absorbed 1925

Member Audit Bureau of Circulations and Associated Business Papers, Inc. Copyright, 1925

Keep This File Up-to-Date!



A BRIEF analysis of the Primary Market in the state of Illinois has been published as Supplement No. 1 to the Standard Agency Data File. This analysis amplifies the information in the folder covering markets and trading centers. The supplement has been mailed to advertising agencies and should be filed as soon as received. By so doing, your information regarding *Hearst's International-Cosmopolitan* will be complete and up-to-date.



The Standard Agency Data File has been approved by the American Association of Advertising Agencies and is designed to establish a definite standard of practice in the filing of publication information.

In effecting distribution we have endeavored to place a copy of the file in the hands of every agency, but if your organization has failed to receive one, a request will be honored by return mail.

Hearst's International Cosmopolitan
NEW YORK

JUNE 3, 1925

Advertising & Selling
FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors: Robert R. Updegraff Marsh K. Powers Charles Austin Bates
Floyd W. Parsons Kenneth M. Goode G. Lynn Sumner Russell T. Gray
John Lee Mahin James M. Campbell Frank Hough, *Associate Editor*

We Made a Success Out of a Business Failure

By P. H. Noland

WITH sales of $39,000,000 the Moline Plow Company was an acknowledged failure; with sales of approximately $3,500,000 its successor, the Moline Implement Company, is a success. Behind this statement lies a marketing experience that may have applications far beyond the limits of a single industry: a story of failure, with the merchandising lesson derived from it; and of fighting back by introducing methods revolutionary to the industry.

The company began in 1865 as a partnership to manufacture plows, and the first plant was merely a small frame building. The company prospered from the start. In 1871 it was incorporated. Profits were amazing. For a long period the dividends to stockholders amounted to 20 per cent a year. Those were high days for the implement business and we prospered accordingly.

Perhaps such results were a little staggering. Immediately after the war the company had reached a capitalization of $19,000,000, and sales mounted to twenty, then thirty, and finally almost forty million dollars. But behind this fair front, toward the end, had grown up a false structure: *the delusion of mere bigness* was partly to blame, and it wrought havoc.

Other tillage implements were gradually added to plows. That was

P. H. Noland
General Sales Manager, Moline Implement Company

natural. However, there were competitors selling not merely tillage implements, but full lines—farm implements of *all* kinds. There seemed to be many advantages in a full line. It provided dealer leverage: one manufacturer could supply practically every item a dealer carried. The final effect of this on the dealer, making him an *agent* rather than a *merchant*, was not taken into account; or if so, was not considered detrimental to the manufacturer's interests.

Beguiled by these advantages, therefore, the company began an ambitious program of expansion. A factory at Poughkeepsie, New York, was bought; another was acquired near Minneapolis, a third in Freeport, Illinois, and so on. It was no longer a *plow* company, but a company manufacturing wagons, tractors, even automobiles. A "full line" in every sense of the word!

The financial statements of the enlarged company continued to grow, and naturally the volume of sales was vastly greater than ever before. But behind the scenes, several things were wrong. The financial load involved in acquiring the new properties was very heavy and the company was over-extended. Add to this the fact that the method of selling then universally used in the implement industry left millions tied up in "receivables," and you will realize that things were shaky—when the bottom dropped out of the farm market!

The company could not meet its obligations. The bankers took it in hand. An investigation convinced them that little, if anything, could be saved; and they decided to liquidate.

Now, a small group of us believed that *something* could be saved. We

were convinced that the fundamental difficulty lay in the old plan of selling and also in allowing losing lines to eat up the profits of profitable lines; and we were satisfied that a correct interpretation of the figures showed at least a reasonable profit on the plow business, even when the company as a whole was failing. Our study showed, for instance, that there had been an actual loss of $500,000 one year, in one of the recently-acquired factories.

We stated our case to some of our bankers. They agreed we might select such parts of the physical properties as we felt could be operated profitably under our new plan, and they agreed to sell us that and to liquidate the balance.

In our selection we chose tillage implements, which had always been the cream of the line, and discarded everything else. To these we added only a few implements from discontinued plants, the manufacture of which we moved to Moline. We wanted no product that could not stand on its own feet and earn a profit on merit.

When we were organized, we had the skeleton of a business: a business stripped of a large part of its volume, which we did not regret, and carrying not one cent of fixed charges. Out of this we undertook to build back to profits, starting just about where the business had been twenty-five years earlier, before the desire for bigness and the full-line craze became obsessions.

This was the starting point. We approached our task with a good deal of enthusiasm. But we were not satisfied to continue on the basis of the marketing methods that had been current in the industry for decades. We considered them out-of-date, inefficient, extremely wasteful, and we wanted a new deal. We blamed them for the failure of the old company. We doubted if anybody makes profit under them and we knew we could not. Therefore we devised a new selling plan.

THE old way was to work through branch houses, each of which maintained an expensive staff of accountants, shippers, laborers, salesmen, canvassers and collectors; to extend extraordinary long terms; to make the dealers practically agents and to add to an already heavy load almost every "service" that ingenious minds could think of to attract business—*except* the fundamental service of economical marketing! Manufacturers had salesmen who called on dealers; canvassers who went out and drummed up business for dealers; experts who helped to install implements and service them; and bill collectors who helped the merchant get his money so the manufacturer might get *his!* Altogether, an expensive outfit. We used to figure that only about half the time of our salesmen was devoted to selling; the balance was given over to collecting.

Long terms tied up the manufacturer's money endlessly. An implement sold in the spring was likely to be billed for fall payment; but often it was understood that if the dealer failed to dispose of the implement that season, he would not have to pay the manufacturer until the *next* fall. This was a survival. In the early days of the industry it was not so bad, because the West—where implements were needed—had no money and few banks, and the manufacturer by extending long terms served as a useful agent in employing the excess capital of the East for the development of the West. But the system remained after the West grew up. It entailed extensive book keeping, increased the risks, and resulted in extremely low rates of turnover. For the industry as a whole, the rate of turnover has probably been lower than for any other industry approaching it in size; we figure it runs somewhere between once in eighteen months to two years.

Another survival was the excessive number of dealers. Manufacturers established agencies at every cross-roads store. When railroads were few and slow and wagon roads were bad, something of this sort had been almost essential. But with the speeding-up of transportation and communication facilities, the system began to weight down the industry with waste. The territories of dealers were so small that few of them could hope to sell much. Their expense percentages accordingly were high. They could not buy in bulk and save money by *that* means. Retail prices were high. Yet the

[CONTINUED ON PAGE 44]

TILLAGE implements had always been the cream of the Moline line. By specializing in the manufacture of these to the exclusion of the many unprofitable items included in the so-called "full line," we were able to cut down materially on our cost of distribution and to sell with an efficiency and economy which was unheard of in our field under the prevailing system.

Overdone Engineering and Underdone Merchandizing

By Russell T. Gray

NOT long ago I intimated in these columns that advertisers using popular mediums could profitably imitate the class appeal that is the backbone of most industrial advertising. Now I hasten to mollify a number of critics of that statement by vowing that the industrial advertiser can profit mightily by imitating that thing which is the popular advertisers' stock in trade—plan selling or *merchandising*, to use their own beloved term.

As I have found them, the men who direct industrial advertising and selling are engineers. They may not possess sheepskins, but at *heart* they are engineers, and that means a strong inclination toward inventing and designing purely for engineering's sake—a worse fault, from a cold-blooded business viewpoint, than "art for art's sake."

Few are the lines of equipment sold to industry that do not include at least a couple of hobbies—devices built without any thought of their marketability, without thought of meeting price competition, without thought of their relation to the rest of their line. These devices are designed simply that someone may gratify his own creative sense and then let the sales manager hold the bag.

One manufacturer with whom I am well acquainted makes only two devices. One is a good, sane piece of boiler room equipment with a wide, easily cultivated market. The other is for the same identical purpose and, although a marvel of ingenuity, it is so far out of line in price that it should have been discarded before the idea ever reached the drafting room. Yet this man—and he is no exception—has invested enough money and time in this equipment to have made an outstanding success of the line in which he takes so little interest, simply because it represents the obvious.

Perhaps there is little hope for this man. When you consider how common it is to hear a tired sales manager sigh over a selling expense item and tell you, ever so confidentially, that the money has been squandered on one of the "old man's playthings," you begin to believe that industrial playthings, like taxes and the poor, are always with us.

But surely it is possible to show the hobby riders of industry a new game—the great game of *starting with the market* in designing equipment. Many an industrial toy soldier has become covered with rust when its owner was introduced to this most fascinating of all pastimes. And in its place came a new and shiny product that captured its market.

Take the case of a manufacturer of scales for industrial use. This manufacturer had a well earned reputation as a designer of "trick scales" and a startling ability to dodge his creditors. He brought out freak models so rapidly that his salesmen forgot the old types in trying to keep up with the new. Harder times finally forced him to take counsel, and the counsel was from an insurgent sales recruit who came from a competitor's force and knew what the market figures were. Today this manufacturer is pushing only one scale, and a wonderful plan for selling this model has unfolded itself as if by magic.

To a manufacturer of rugs, for instance, this idea of building to the market and holding down the line will look obvious. Such a manufacturer calmly checks up his patterns each year and, regardless of his personal taste, discards every design that did not sell readily. "Stop patterns" is a necessary part of the rug or textile trade's parlance. But apparently the average engineer would try to run a rug manufactory

[CONTINUED ON PAGE 64]

THERE are many instances of the merchandising element being used successfully in industrial advertising, but not as many as there might be. A good example is the Vacuum Oil Company's "lubrication audit." Almost every product sold to industry is part of a method or system, and the question arises, "Can you sell the product by selling the system?"

Shall We Provide for the "Orphan Annies"?

By Stuart Peabody

Advertising Manager, The Borden Sales Company

HOW many advertising appropriations are not burdened and weighted down with expenses which have nothing to do with advertising—gifts and donations, sales allowances, charitable indiscretions, and what not?

These things, individually, seem trivial. Yet when an accounting is made at the end of the year, the directors wonder why the appropriation, which seemed adequate, didn't bring the expected results.

Often these directors themselves are responsible for a great deal of the waste. The chairman has a cousin who is in the novelty business. He has a celluloid nail file which the chairman thinks will be just dandy to give away to the trade. The advertising manager, being anxious to oblige, buys a supply. He never would have bought them if the salesman had not come with a personal introduction. He has no enthusiasm for the article, so it languishes and probably dies in the warehouse.

The president of a company which manufactures high-grade plumbing fixtures is a much educated man. He has attended two preparatory schools and two colleges; and in the publications of these various institutions appear yearly schedules of advertisements offering plumbing fixures. You can hardly blame the advertising manager, but the waste is there just the same.

One advertising manager found a way to stop this sort of leakage. He realized that it would be bad policy to fight it too openly and vigorously. He kept a file which he called secretly "The Graft File." Into this went every expense which he had incurred under moral suasion, with the name of the officer or director attached. At the end of the year, when he was asked what he had done with his talents, he rendered each guilty officer a neat statement of his particular raids. After he had followed this procedure for three consecutive years, the practice of recommending wasteful advertising ceased.

Sales allowances and discounts, masquerading under the guise of advertising, are more difficult to handle. No advertising manager worth his hire is immune to the thrill of making a sale. When he has an opportunity to consummate a big sale by letting something slip that can't really be called advertising, he probably will succumb.

So-called "advertising allowances," paid in cash or credits to the trade, are the best examples of this sort of expense—advertising allowances that never find their way into any sort of advertising at all, and which are, in fact, simply reductions in price.

Another instance, though rarer, is the well-known appeal from all kinds of dealers' associations for funds with which to provide "entertainment" at conventions. No possible advertising application here—just graft. Yet in many instances this sort of thing is loaded upon the advertising appropriation.

The line between sales expense and advertising expense in matters of this sort is a delicate one, but nevertheless it should be definitely drawn. If it is not, it will be found that a great deal of business has been bought, and, therefore, not sold on a permanent basis. The buying will have to be continued if the business is to be held.

EVERY advertising manager should insist that a fund be set up in the sales department entirely apart from the advertising appropriation, to take care of orphan items which cannot be considered legitimate advertising. There will be arguments and discussions as to what is and what is not legitimate advertising, but these we always have with us anyway. The advertising manager can at least crawl into his shell and state that in his opinion the item is not advertising and will be accepted only over his protest upon the insistence of his superior. His conscience will then be clear.

Samples are another source of annoyance to many firms selling low-priced articles. They are often a legitimate means of advertising, yet they are frequently abused. In the Borden Sales Company there are sales samples and advertising samples, and the distinction is clear. Sales samples are those which are given to or demonstrated to the trade. If a Borden salesman cuts a can of milk to demonstrate quality to a retailer, the sample is charged to sales expense. If he provides milk to be consumed at retailer or jobber banquets, or in the homes of the trade, the samples are sales samples. On the other hand, all milk given to or demonstrated to the consumer is charged to advertising.

THESE are only a few of the evils that lurk around the corner to waylay the advertising appropriation. They all tend to lessen the effectiveness of the sales and advertising campaign, and the alert advertising manager should be constantly on the lookout for them.

As a broad check, many managers put through advertising charges according to a detailed card of accounts. That is, each expense is carefully classified and labeled, and charged through the books by its right name. A report by accounts is rendered monthly by the accounting department, and thus the leaks are watched carefully. They *must* be watched periodically, for there is no more insidious waste. Items which seem insignificant pile up.

Under this system, the advertising manager may make up a pie or column graph at the end of the year and see just where his money has gone. If he finds that the great part of it has gone into paid space or other advertising which exerts a definite effect on the intermediate or final consumer, *based on the salability or quality of his product alone*, then he has done a good job.

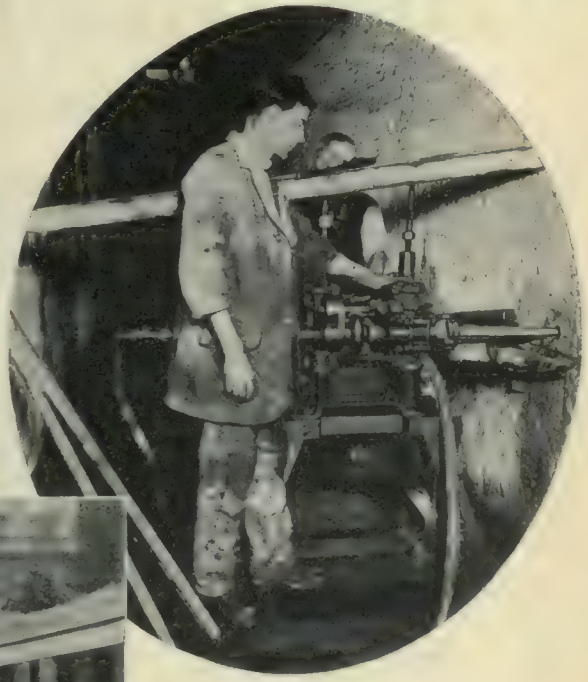
How We Built Up Our Overseas Trade

By F. W. Copeland

Vice-President, Sullivan Machinery Company

OUR line is composed principally of heavy machinery used in mining, quarrying and excavating. We also have a wide industrial market with our air compressors and compressed air tools. The market is highly technical, highly specialized. It must be preceded by educational work. We cannot send samples. We cannot do a mail order business. It is almost impossible to sell by correspondence or catalog as the best machines may be a pitiful failure in unsuitable conditions. We rarely can trust the judgment of the customer in his selection of equipment. We cannot afford to risk a failure because bad news spreads like wildfire. In other words, our ideal cycle of selling involves free consulting engineering to prepare the way, then demonstration. After the sale we must follow up with training to the operators and to the management. It is not a game that can be played by sticking colored tacks in a pretty map or figuring a per capita consumption for the four hundred million Chinese.

Like most American manufacturers we trickled into foreign markets unconsciously. American mining engineers pioneering in foreign countries sent back for American machinery. Foreign visitors saw our machines at work and went home to talk about them. The first thing we knew we were receiving a tidy little volume of foreign business. This prompted the natural ambition to get more of it. We sent a man to London on a three months' trip of investigation. We sent a man to Santiago, Chile; another to Sydney, Australia; another to Mexico City. Each one reported a market but a bitterly contested one. Each man stayed from month to month picking up a little business here, a little business there. Then to meet competition we had to stock repairs. This meant a property investment, a warehouse, an office, a clerk to collect accounts. Little by little each became a permanent branch office. We sent other men to locate agencies in Spain, Italy, Norway, France, Japan, China and South Africa. One by one we placed agencies in other countries. Each country began to send in orders with different requirements of equipment, government red tape, shipping instructions, etc. The home office added a clerk or two and blundered along as



YOU cannot dabble in exports. To do so leads to confusion and sends the bulk of business to the foreign competitors. Since the Sullivan Machinery Company commenced to take exporting seriously, Sullivan products have come into use all over the world. At the present time the company has fourteen foreign branch offices in addition to numerous agents who, alone, account for at least 25 per cent of the export business

best it could. In times of business depression in the United States we hailed the foreign business as a life saver. In boom times we cursed when a big important American customer would refuse to wait for delivery in turn after the machines in our stock had been sold to some outlandish firm in the Dutch East Indies.

Finally the confusion reached a point where it was decided to handle the foreign business under separate control as a special department. I was given the title of "Foreign Sales Manager" and a free hand. I will never forget my first day when a visitor was ushered into my office and asked me for our agency in Soerebaya. I didn't know where Soerebaya was or what an agency meant so I politely told him we had a splendid business there already.

As we now stand we have a foreign staff of about one hundred directly employed by us in our branch offices at London, Paris, Brussels, Sydney, Santiago, Mexico City and Warsaw. We have our own men working as employees of our agents in China, South Africa, India, Russia and Peru. About 60 per cent of our foreign business comes in through our branch offices, 25 per cent from agents and 15 direct from foreign customers. We sell in local currency wherever we have branch offices. We ship against terms as liberal as six months' open account in some cases. We have a heavy foreign inventory—yet our foreign business averages American prices and our losses on bad accounts, depreciation and obsolescence are less than on a corresponding volume of domestic business.

Every man is boy enough at heart to feel a secret flicker of temptation to try his business methods in foreign countries, either as an employer or as a salesman. I am not trying to encourage or discourage this feeling but I believe that I can give you a picture of the situation that will save you money; at least it has cost us a lot of money and grief to paint it, and from it we have learned a great many things.

You cannot dabble in exports. You can stand on the shore and skip pebbles or else dive in and sink or swim. If you wade you only get your feet wet. By wading I mean taking the stand that you will accept only the foreign business that comes to you cash with the order, with American specifications, and at a cost only of an American dealer's

[CONTINUED ON PAGE 36]

Letters That Don't Frown Back

Dictated by WRB/S

WHEN a business house receives a letter of complaint there is generally a frown in it. Only the sunniest of correspondents finds it natural to answer such letters without getting so awfully serious that their letters seem to frown back, whereas, the replies to complaint or adjustment letters should have a smile in them —never a broad grin, mind you, for the person at the other end of the correspondence generally isn't in the mood to be grinned at. But most people can be cheered up and made to smile a wee bit, and if that can be done the adjustment of the complaint is always very much easier.

Whimsicality is a good antidote for over-seriousness. A dash of whimsicality will generally put a smile into the most difficult letter. Whimsicality is achieved by allowing oneself to use a few rather irrelevant or eccentric or quaint or fanciful ideas that generally pop into one's head if one stands off a minute and looks at a situation coolly and impersonally. By way of illustration, study this letter, written by an egg man, H. B. Carpenter of Lancaster, Pa., to a customer who had written a sharp letter of complaint:

I am very sorry that you had the misfortune to receive several bad eggs in a recent shipment. I can't account for this unfortunate incident, but I can assure you that we are very sorry such has been the case. To repay you for your loss we will send you an extra half dozen free of cost with your next shipment and we hope that you will not criticize us too freely for an unintentional error upon our part.

The egg business is an unpleasant business, and, you might say, a "rotten" business. First of all, unlike a manufacturing establishment, we cannot machine our product. We must take our eggs as they come to us. We cannot manufacture on hand for the season when eggs are scarce; neither can we "lay off hands" when the yield is prolific. In summertime when eggs are plentiful then we have the heat to bother with, and in wintertime when shipping conditions are good the eggs are scarce. And lastly, the P. O. Dept. How they smash up and scramble our eggs! And, perhaps, we ought to blame Nature for not putting a heavier shell on the eggs.

But, thank Fortune! we have some good people to deal with just like you, and as long as you are tolerant we will do our best in spite of adversities.

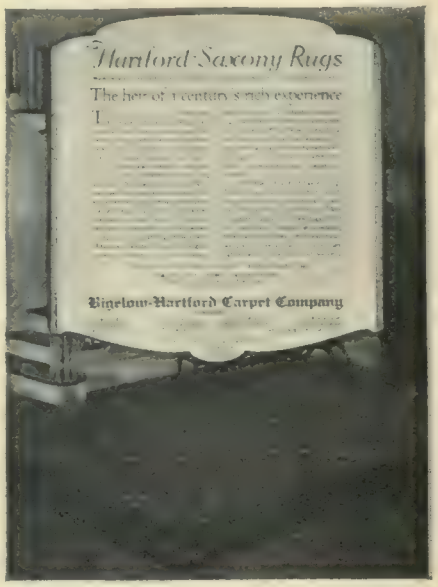
This letter starts out seriously enough—*as such letters should,* for people resent having their complaints laughed off lightly; but it ends in a burst of whimsical humor that is bound to leave the recipient in a friendly and forgiving frame of mind.

That is the art of taking the frown out of letters—start out with a serious pucker between the eyes, but try to finish with good-natured little smile puckers all around the eyes!

Nearly every situation has some saving point of humor or some whimsical interpretation that would take the edge off of its seriousness and inject a smile. Look for it and learn to use it.

But beware of this: whimsicality is a sharp tool of correspondence that has the characteristic of other sharp tools—it cuts very easily, and one must be careful not to let one's hand slip in using it. For this reason it is a good idea, when first trying out this whimsicality idea, to make a practice of letting such letters cool overnight before mailing them. If, in the morning, they seem "fresh," or too clever, they should be toned down a bit. Judge by asking yourself, "If I were in this person's place and I received this letter, would it make me smile or make me sore?" You can very soon tell from this whether you have injected an over-dose of whimsicality, or introduced it too early in your letter.

Of course, one can go on eternally using the same old dull phrase-tools of correspondence if one is content to plug along frowningly day after day; but what live business concern can afford to content itself with dull correspondence?



First advertisements of Hartford-Saxony rugs showed the product in perfect settings, but attention seemed to be diverted by accessories. The next series reproduced the details in highlight halftone, leaving only the rug in full color. This marred the cosy effect until a compromise was made by placing a panel over the eye-level parts of the room, making the copy inescapable and causing the eye to descend

Suggesting the Atmosphere You Don't Dare Show

By A. Raymond Hopper

ABOUT a decade and a half ago, while I was advertising manager for a large knit goods distributing concern, one morning's mail brought me a letter of solicitation from a now defunct advertising agency inclosing a recent specimen of its work. This was an advertisement for some kind of cigarette. In what was at that time a sort of futurist style, it showed racing down the road toward the reader an up-to-the-minute automobile whose bright red color could not be missed by the best intentioned ad-dodger. That sanguinary splash and the deep greens of the close-up foliage pretty well filled the plenty large space, and it was with some delay and difficulty that I finally discovered the name of the cigarette being advertised. I came to the perfectly logical conclusion that what one of the several occupants of the car seemed to be smoking probably was intended to be that particular brand of cigarette.

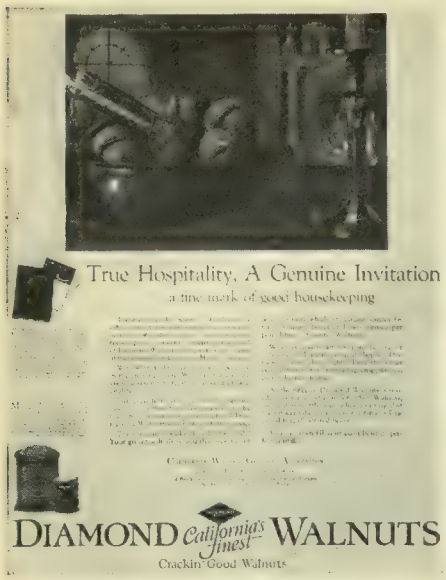
The artist, when painting the picture, probably had been aware that he could dispose of it to another cigarette concern (it could have advertised hosiery or anything else just as well) if the present advertiser had refused it. Anyway, either he or whoever engaged him sensed the coming desire to get away from the product itself into the realm of its use.

In Sanitas advertising the grouping at the lower left-hand corner of the swatch indictates the room in which the pattern shown is to be used

That is one way some advertisers still get away from the factory or the product. Just get away; that's all. But always since it has stuck in my head as one of the several ways *not* to do it.

Advertising men now seem torn between two desires; to be and not to be; to show the product and yet to exercise a certain wise restraint; to play the part of town criers, but to dress up the job so that they may be thought to be the king's heralds. The glory of it is that they are getting away with it, often exercising a remarkable ingenuity and commendable skill, finding in the compromise a better way than in either of the two extremes.

When the Bigelow-Hartford Carpet company began to advertise "Hartford Saxony" rugs, it was recognized that the product should be shown in use. Full color reproductions of carefully made oil paintings of room scenes were used, wherein the artist cleverly contrived to make the rugs the subtly dominant dec-



Gaining attention for a small object by showing it close up to the reader. Everything else in the setting has been made to recede and attention thus focused on the dish of walnuts

By a simple use of the air-brush the background is toned down so as to bring the compact case under the spot-light. Had this not been done the reader would have missed the product being advertised

In this illustration everything has been eliminated that would detract from the product advertised. As a result, the reader's attention reverts naturally and easily to what is on the "bewitching ankles"

orative features. The artist knew materials and understood period furnishing and the art of interior decorating. More than one blasé advertising man tore out the advertisements for one purpose or another. One agency executive unwittingly held out for that very artist's instruction one of the illustrations, to show the kind of work he wanted for one of his clients.

An advertising manager of high rank commented favorably on the fact that every detail of the room was absolutely correct. While the pictures were advertising rugs, the furniture was right in design and placing, the draperies were appropriate and the rooms looked livable. Sounded good for the pictures. But it began to be thought that the very comments in their favor pointed to a better way. A room around the rug was as necessary, to show the adaptability of the product, as a dog is to wag a tail. But it was far from desirable that readers should have their interest dissipated on the attention-compelling objects in the room that were nearer the eye level. Minds must be focused on the rugs.

One way of correcting this was to make the accessories of the rug just as right, but less pretty. An advertisement was prepared in which the rug was rendered in full color, as before, but everything else was left in black-and-white highlight halftone. The setting was there; the design of rug and of furniture still harmonized; a woman could get from the picture some idea of how to arrange her own room; but the rug was lifted right up into the reader's attention by means of the color. There was now no doubt what was being advertised, even if there had been no text, and that could not so well have been said of all the preceding advertisements. But the warm beauty, the life, the cozy home interest was lacking. It was a good advertisement, but the room was no longer inviting.

The present series this company is running shows how a compromise has been effected. The room is still there, but you don't see it. That is, not much of it. The panel inclosing the type has been placed right over the eye-level parts of the room, and attention is compelled to descend to the floor covering. The advertisement has all the warmth and vitality that full color can give it; it is correct in every detail. To look at only that part of the room which can be seen around the panel and which has the effect of a border, is to know just what kind of a room the panel is covering up. And this very reliance upon the reader to exercise her imagination insures that not only will the rug be the principal point of interest, but also that the copy is inescapable.

When the Standard Textile Products Company illustrates its advertisements for Sanitas Modern Wall Covering merely with a swatch of the goods, against the lower corner of which is set a decorative unit suggestive of the sort of room the pattern is best adapted for, the same idea is being carried out in a different way. If across the square of Sanitas reproduced herewith the words "dining-room" were to be surprinted, you would be no more enlightened than you are now by nothing more than two or three accessories that are used only in din-

[CONTINUED ON PAGE 47]

Collecting Money by Mail—II

Compiled by

Lawrence Campbell Lockley, M.A.

University of California, Southern Branch

In Collaboration with

Sylvester B. Hoffman

WITHOUT either recommendation or adverse criticism, but because the series is representative, we reproduce the five letters which are the backbone of one firm's collection system:

No. 1—10 days to 15 days after due date of account:

We certainly appreciate the cooperation you have given our product. Many thanks.

It has possibly escaped your attention that our invoice of (date) for (amount) is just a little past due. Won't you look this up and let us have your check now if it is convenient?

No. 2—Account about 30 days old:

Did our statement and letter regarding invoice of (date) reach the attention of the proper department for payment?

As we have not heard from you we feared something may have gone astray.

Therefore, won't you kindly compare this with your records and if you find it correct let us have check for (amount) as it is now over thirty days past due.

No. 3—After 40 to 45 days of Sphynxlike silence:

As our previous correspondence regarding invoice of (date) has gone unanswered, we are wondering if there is anything wrong with the amount, our service, or anything else that would cause your silence.

What is it? Let us know, as we are only too willing to do anything we can to assist in clearing this up at an early date.

If it is only a matter of oversight or delay, won't you pin your check for (amount) to this letter and forward it by return mail in the inclosed envelope?

No. 4—60 days' elapsed time without a remittance or reply:

You will have to agree with us that there has been a large amount of one-sided correspondence concerning our invoice of (date) for (amount).

Really, we don't know what to do or say as our previous letters have exhausted our offers and suggestions. What would you do if the tables were turned?

Therefore, won't you please forward your check for (amount) by return mail so that our friendly credit relation may continue?

Trusting you will not disappoint us, we are.

No. 5—Final appeal:

Frankly, can you afford to further ignore our correspondence regarding our invoice of (date) for (amount)? Do you realize that carelessly handling your credit privilege with one national manufacturer undoubtedly affects your general credit standing?

Have you stopped to consider that once an account is placed with attorneys it becomes a matter of public record?

In the face of these questions, are you going to let us pass this account to our attorneys? We hope not.

Please save us and yourselves this embarrassment by using the inclosed envelope immediately.

A large refrigerator manutacturer "merchandises" the idea of prompt payments early in its relationship with installment purchasers, with letters like this:

It is our custom to mail a notice directing attention to the first installment of payment accounts. Did you receive our notice of a few days ago?

Please understand that we are assuming that you have at hand both our invoice and first notice. Any mistake on our part may be corrected by a letter from you at once. We will be very glad to furnish you with further statements of your account upon request.

We always aim to collect our accounts in the same cheerful manner that we solicit business. Both are essential to our success. Won't you send us the money due immediately?

TIME is the essence of the contract covering your ——— equipment. We await your quick remittance.

"MAKE it snappy" applied to collection correspondence:

With a man like you it is not a problem as how to pay, but when (because you're so busy).

Your check could be used nicely on Monday.

Another, later in the follow up:

It is not only because we want to see this bill paid that we ask you to send your check today.

It is because we want to do more business with you.

Some letters may offend, some merely amuse; but the prize "horrible example" is in actual, everyday use:

Our bookkeeper fell unconscious at her desk the first thing when she arrived this morning. We knew there was something seriously wrong, but did not call a physician owing to the fact that she began calling *your name*, and we feel sure that immediate recovery will be possible if we can say to her that we have settlement of YOUR ACCOUNT in our possession now, as we think that was what was on her mind. So to relieve any complicated trouble, we hope you will not keep settlement back any, whatever.

FRANKNESS has a place in collections as well as selling:

The increasing pressure of business makes for decisive, quick action. Your account is past due and we must ask you for money.

No, we do not feel our first letter was overlooked. You probably did not find it convenient to remit just at that time and put it aside for later attention. The time has now come when the account should be paid or at least some definite plan of settlement arranged.

You have our entire good will—and it is a pleasure to write and ask a man to do something and be sure he understands your spirit and request.

Please give this account your attention now, while it is before you and start check to us at once. We would like to hear from you by (date).

Collections have their seasonal appeals as illustrated by this:

"Spring-cleaning" is not just a matter of household routine. It's an annual, nation-wide movement to clean up everything—the house, the office, the community.

In harmony with this spirit, you will probably find it convenient to "clean up" the past due balance on our account, (amount).

Similarly, during the dullest season of the year, one wise credit executive does a little sympathetic back-slapping that builds goodwill—and gets checks when the brow-beating, bulldozing letter is dropped in the yawning basket:

The little messages you have been receiving with your monthly state-

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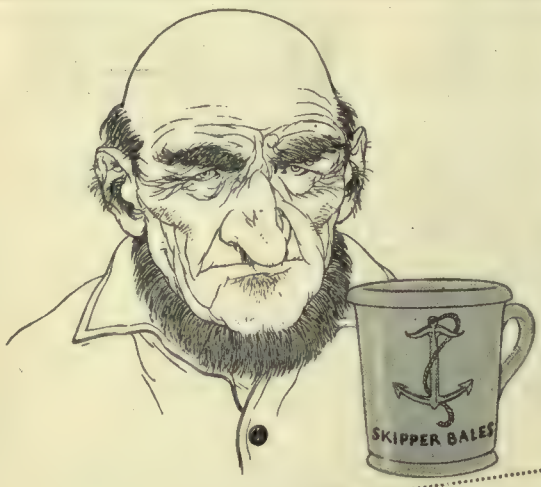
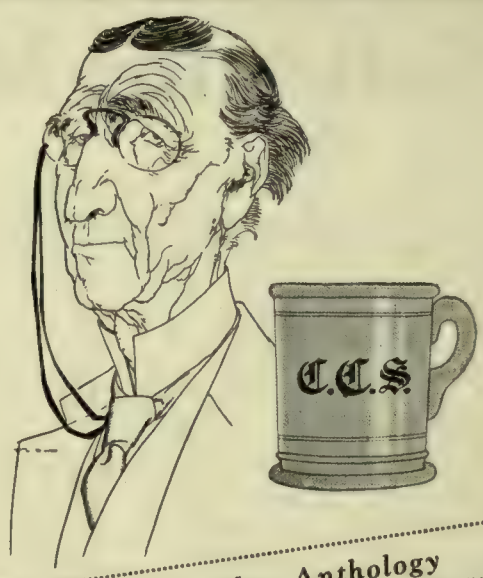


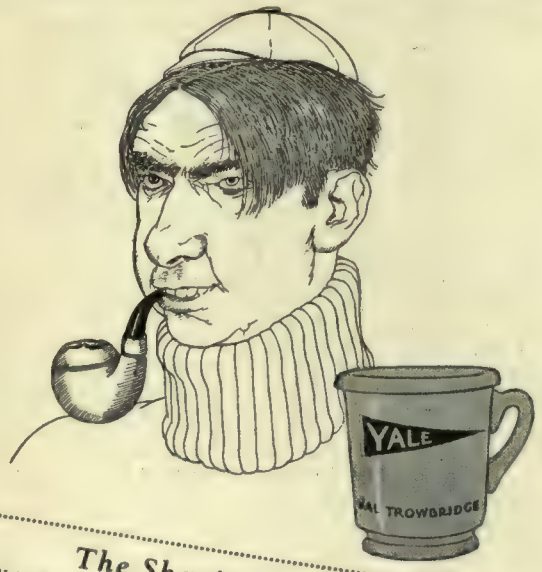
The Shaving Mug Anthology

Even if you had not seen his shaving mug—with the fouled anchor upon it—you would have known Skipper Bales for a seafaring man by the tarry cut of his whiskers and the salty oaths he mouthed. Skipper was frequently the subject of indignant discussion among the women folk. They said he was contaminating the children with his swearing. Skipper resented this charge and set himself up as a guardian of youthful morals. Whenever he heard boyish voices raised in anger, he shouted: "Here, you blankety-blank kids, stop that blankety-blank cussin'!"



The Shaving Mug Anthology

At exactly three o clock, six days a week, after his afternoon nap, Cassius Caleb Strong strode pompously through the barber shop door, and Sliver Niles hurried over to the rack for the banker's mug. It was simple and dignified, as became a financier and Sunday School superintendent, with two narrow stripes of gold and the initials "C.C.S." in bold English script. Before he left the shop, Cassius Caleb Strong always gazed leisurely at the burlesque queens in the pink picture weekly, and then declared in a booming voice: "The government should suppress such a paper or bar it from Uncle Sam's mails!"



The Shaving Mug Anthology

"Val" Trowbridge went to Yale, but it didn't take. When he came home, he brought a shaving mug with a blue pennant on it and a bagful of shinny clubs that "Val" said were golf sticks. He sank some old tin cans in Bob Lake's cow pasture and formed a one-man country club. Then he quit smoking, did his drinking secretly, went to church regularly for a year, and ran off with Lottie Taintor, the druggist's wife, who sang soprano in the choir. "Val" was one of Sliver Niles' best customers, but Sliver didn't grieve any over his going. "Val" always wanted a hair-cut on Saturday and twice-over shaves.

The Shaving Mug Anthology

The horseshoe pin that "Kitty" Belden wore in his red necktie was reproduced on his shaving mug together with a horse's head that "Kitty" said was Salvador's. "Kitty" was an authority on such things. He went up to Chicago to see Jawn L. Sullivan when the big fellow was traveling with Lester and Allen's Minstrels, and played pool nightly with Jappy Clegg and Sport Hicks for ten cents a ball at Art Avery's billiard parlor. "Kitty" left for the Klondike the day before Deputy Sheriff "Tump" Brownell got around to serving a warrant, charging him with obtaining money under false pretenses from "Od" Wattles in a sure-thing foot race.

IF interest, and sympathetic entertainment, and relevancy, and ease in advertising will establish a product, Barbasol ought to be securely dug in. The anthology form is not hard to write badly, but Barbasol has written it well, with low japes and sincere sob-notes compressed into short captions that ooze realism. You can smell the bay-rum, the stale tobacco, and hear the snip of the shears and the murmur of the *conversazione* in this copy. Let the psycho-mongers quarrel over its occult "selling power," while we allow ourselves to think kindly of the dispositions of the people who make Barbasol.

That Night at the Stuyvesant's

By Charles Austin Bates

Editor's Note

IN this brief article Mr. Bates closes the controversy which began with his earlier article, "What Do We Mean When We Talk About Quality Circulation?" which appeared in our issue of April 16.

Earnest Elmo Calkins, Sara Hamilton Birchall and L. E. McGivena have made reflections and counter definitions, in rhetoric both graphic and picturesque. It would be difficult to state exactly what, if anything, has been proved one way or another by the discussion; but this we know, it has been interesting and thought-compelling and a large section of our readers have considered it exceedingly worth-while to have been led boldly into this forbidden field for a closer examination of the nature of the indefinite thing we call "quality."

Once more the FORTNIGHTLY disclaims any single one of the views as its own. It willingly sponsors helpful or constructive discussions on this or any other subject of a controversial nature, but in so doing expressly stipulates that it does not sponsor any particular contributor's ideas; nor will it countenance the republication of any such contribution, in whole or in part, as an editorial expression or viewpoint.

While the discussion between the active participants concludes with this issue, we welcome letters from advertisers, agency executives and publishers commenting upon the various sides of the question, and shall be glad to publish as many of such as space will permit

SOMETIMES it has occurred to me that the usefulness of discussions might be increased, and the hope for some definite conclusion made brighter, if the various discussors could be induced, or coerced, into talking about the same thing.

When Mr. Earnest Elmo Calkins tells "What one man means by quality circulation," he presents an intriguing picture of a certain very limited *class* of buyers, who may possibly be reached by certain distinctly *class* publications. There is no doubt, for instance, that *Vogue* is almost as much of a trade publication as the *Architectural Record* and that the quality of its circulation, for advertisers who wish to reach that trade, or class, is exceptionally high. And, if one subtracts from the total circulation of *Vogue* the number of copies which go to the buyers in department stores and specialty shops, to dressmakers and the women of comfortable but by no means opulent incomes, there may remain a sufficient number of possible purchasers of house-boats, green houses, pipe organs and Rolls-Royces, to make this one of the very best possible mediums to use for their exploitation.

Other publications particularly cited by Mr. Calkins, *Vanity Fair, Town and Country, House and Garden, Harper's Bazar, The Spur, Arts and Decoration,* and *Country Life* are also distinctly class publications, *Life* being the only one in his list which may be considered a general or popular magazine. I see all of these publications quite frequently in the homes of people who do not measure up to Mr. Calkins' term of "sophisticates." They do not oscillate between country and city homes, and trips to Europe or to Florida are distinct and quite infrequent events in their lives. They do not buy house-boats, green houses or pipe organs.

I am inclined to think that the commercial importance of the irritatingly rich people whom Mr. Calkins describes is very greatly exaggerated. If all of this particular class of people were permanently eliminated from the City of New York, only a very few of the merchants would be seriously affected. The business of Tiffany & Company, and Black, Starr & Frost is not entirely made up of sales of $300,000 solitaire diamonds, and I hazard the opinion that they could get along very much more easily without the business of the ultra rich than they could without that of the only moderately well-to-do, or of the newly rich and unsophisticated.

IF the artists-in-living, whom Mr. Calkins so properly admires, were the only purchasers of Crane's writing paper and Coty's perfumes, there would be a shrinkage in the sales of these concerns, which it would be agonizing for them to contemplate. I have known one eleven dollar bottle of "L'Origon" to last one discreet young woman a full year and certainly three cents a day is not extravagant for such joy and satisfaction as were hers. Eating bran muffins instead of chocolate eclairs for luncheon would pay the cost of the perfume, to say nothing of the resultant saving in cosmetics. The thought I so subtly seek to convey is that the field for high priced articles of luxury is much wider than their producers are likely to imagine. Girls in shops, factories and offices may not seem to measure up to what is considered quality circulation, but they buy a tremendous quantity of high-grade merchandise. For example, I know the cashier in a drug store, whose pay check is twenty-five dollars a week and who pays twenty-five dollars a pair for shoes that keep her feet painless as well as good looking.

The only private pipe organ I ever came in contact with belonged to a manufacturer of a very common laundry soap and on the occasions on which I was privileged to hear his recitals, he played with much feeling and gratification "Mammy's Little Alabama Coon" and "Linger Longer Lucy."

I recall four sizable yachts of my acquaintance. They were owned respectively by a brewer, a pawnbroker, a fertilizer manufacturer and a paving contractor. To be sure, they weren't very large yachts, the biggest being only 150 feet at the water line, so perhaps their owners were not, strictly speaking, in the quality class.

I cannot help wondering if the business of the Pierce-Arrow Company might not have been more continuously successful if it had been conducted by men whose sensibilities

[CONTINUED ON PAGE 70]

Why Not Cooperation Rather Than Criticism?

By M. L. Wilson

WHEN a little town in Michigan goes out of business because a new bus line is established between two hitherto distant points, it is part of a chain of events. Before the line starts the bus is bought by the transportation company from the bus manufacturer. That is one transaction, but before that, there was a series of important happenings which led up to the delivery of that bus ready to run.

A coal mine had to buy new equipment to supply more coal, a railroad had to build new cars to carry the coal, a new engine had to be purchased to draw the train, a new factory had to be built and equipped, new boilers had to be installed to burn the coal to develop the power to produce the tools and fabricate the iron with which to make the frame of that bus. And in the process of the complete making of the bus there has been gathered from a number of directions all its component parts and as these parts are assembled at the final point, each individual division of industry of which each part is a member has been more or less affected by the conditions I have pointed out—by this ever-changing economic development which is constantly going on. To make the mills run properly there must be proper lubrication. To make them places fit to work in, they must be properly painted. To turn out the finished product the best tools, the latest labor-saving devices must be employed.

When a cotton mill moves from New England and sets up in North Carolina, when a shoe factory closes in Brockton and opens in St. Louis, there is a far-reaching economic factor involved in addition to an actual equipment necessity which brings further perplexities and problems.

Truly the industrial market is a vast labyrinth of cause and effect—a market which has through sheer necessity of the situation developed a remarkably efficient industrial press.

Portions of an address delivered in Chicago and Cleveland, at the joint luncheons of the Four A's and the A. B. P.

M. L. Wilson

Vice-President, The Blackman Company; National Chairman, Committee on Business Papers, American Association of Advertising Agencies

The bus line is established. The county seat assumes new importance. It grows in civic pride as well as in numbers. It becomes harder and harder to take care of the people who come in ever-increasing numbers. The town grows tired of hearing ribald criticism of the way it takes care of its guests and one day down comes the drummer-hotel with its cheap furnishings, its cramped quarters, and presto! we see a little Waldorf, a little Blackstone spring complete into being.

AND as the town grows still further it continues to expand its chest. Civic pride says a hospital is necessary. Immediately from many directions there is a call for merchandise never before dreamed of as needed in that community.

The day of routine action is past. To paraphrase Richard Walsh in a recent article in *The Century*, "Starving for facts, industry can no longer be successfully fed on a rich and disturbing diet of hunches."

We agents and business papers cannot accept a manufacturing, sales or distribution situation as we see it on the surface. The shifting conditions I have referred to make it necessary that we get into all phases of a manufacturer's problem. The agent or the business paper publisher who takes anything for granted and thinks that some smart young man can give the business the once-over and prepare miraculous copy which will do all that can be done, will find themselves in the future at a serious disadvantage.

We must be alive always to what is going on in the industry in which our customer is located. We have got to appreciate that the retailer must make a profit to survive but that the customer has a right to demand that the retailer in turn renders a service for his profit. This principle, of course, applies all along the line. The wholesaler must make a profit but must render an effective and economical service to earn it.

The manufacturer certainly must keep within the bounds of economical practices in offering his services to consumers, whether it be by the limitation of his line, the direction of his salesmen or by reorganization affecting his distribution.

The manufacturer must appreciate that arbitrary State lines do not always constitute sound boundaries for his salesmen's territories, and that population can only be accepted as one index of a territory's desirability.

We must examine into what constitutes a profitable sale, getting the manufacturer to pause in the mad pursuit of volume to consider what volume costs. It has been stated that over one-half of the outlets customarily sold by the manufacturer, distributor and jobber are sold at a loss. We must do what we can to curtail this loss. We must suggest a means of cultivation that pays a profit or these sales must be discontinued.

We must devise methods of handling that at least are self-supporting, or we will get nowhere. Costly

[CONTINUED ON PAGE 60]

THE · EDITORIAL · PAGE

Vulnerability of Deferred Payments

THERE is in the day's news an item which has a certain significance in connection with the rapidly spreading deferred payment method of financing purchases and improvements.

The item in question is the report of an address by James M. Lynch, president of the International Typographical Union, in which he warned workers against mortgaging their future too heavily. "General prosperity will be promoted by free circulation of money, provided the money is earned before being spent," said Mr. Lynch.

This is significant of what may be expected to develop into a rather widespread educational campaign by labor leaders, social workers, personnel directors, editors, bankers, and public speakers to make the public think straight on this matter of deferred payments.

There is no question that the intense desire on the part of the average citizen to possess an automobile or a radio or a new coat of paint on his house is a powerful buying incentive. But it is to be expected that presently the merchants and the manufacturers who do business for cash, and perhaps the local bankers in many communities, will begin to point to the price the public is paying for the privilege of owning things before they have earned them.

It is all very well to buy a fine big car on next year's salary, but the average citizen hardly realizes yet that before the transaction is finished he will have paid from $30 to $90 for interest and "service" charges in connection with the financing. And Mr. Home Owner who pays $500 to have his house painted on the installment plan has not yet come to realize that perhaps $45 of that amount is devoted to spreading his credit over ten months instead of spreading paint over his house.

We are not questioning the value or effectiveness of the deferred payment plan in the financing of painting, or of any other purchases. The point we wish to make is that there is a definite point of vulnerability in the scheme, and its successful application to a whole new group of products and services should not blind merchants and manufacturers to the fact that deferred payment as an institution is going to face severe attack sooner or later, and there is bound to be a certain measure of public reaction.

Mr. Sobel's Conscience

SPEAKING before a body of newspaper men recently Mr. Bernard Sobel, Publicity Director of Ziegfeld Theatrical Enterprises, said:

> There is nothing too sacred for my sacrilegious touch. I learn that a Prince and Princess of some Russian empire or other minor municipality are coming to America, and I send out a notice that Prince and Princess ——— are to be the guests at the Follies on such and such a night. If this information comes out on Monday I try to give the formal announcement on Tuesday. In the meantime I send postal cards to the Prince and Princess in midocean in order to satisfy the newspaper and also the ethics of my conscience.
>
> The holiday is always a very valuable thing for the press agent in tying up one's production with Memorial Day, Fourth of July and others. I put over a story concerning Mother's Day. I told the public that mothers of the Ziegfeld Follies girls were going to have a special entertainment on the back stage. The mothers were there, but there wasn't any entertainment. It is not that I trick the public and the press, but that I cannot always carry out the complete stunt because of expense and circumstances.

Broadening Specialists

IN discussing the changes in business since the world war, the head of a large Chicago bank brought out the fact that in pre-war days banks could loan money with reasonable safety if they knew the man they were loaning it to and the condition of his business; whereas today to enjoy the same security it is necessary for a banker to have a comprehensive knowledge of the industry or line of business in which a borrower is engaged so that he can judge prospects for himself.

"When the bottom dropped out of copper and leather and rubber, to mention but three commodities," said this banker, "we learned that we would have to assume a greater share of the responsibility for our own loans. Where we used to content ourselves with studying our customers' financial statements, the officers of our institution are now getting right out into industry and studying it from every angle—costs, markets, production processes, distribution methods, sources of supply, impending developments, everything that will help us to judge the future of a particular industry or line of business, and how a given concern in any line stands in relation to its industry."

The advertising business has gone through pretty much this same change. It used to be that a knowledge of the technique of advertising was all an advertising agency needed to know to serve its clients; but even before the war the better advertising agencies were beginning to make the same broad study of industry as the bankers now are.

This may be an "age of specialists," but it is becoming increasingly important for even the specialist to work against a background of understanding embracing the fundamentals, and even the details, of the businesses or industries which he serves. And if in addition he has a broad knowledge of the processes of commerce and of industry, he is that much better equipped as a specialist.

A Test for Radio Advertising

IF, as the members of the American Newspaper Publishers' Association voted recently, the daily papers of the country are to discontinue the quoting of trade names in publishing broadcasting programs, radio will be put to test as an advertising medium. The plan is, instead of mentioning the A. B. C. Orchestra, to list in the program merely "Jazz Orchestra." This should serve to demonstrate how much radio advertisers are depending on the ether as a medium and how much on the supplementary publicity of the press.

How Advertising Saved Saint Paul's

By Constance E. Miller

TO many of us St. Paul's is only a name. To others it is a landmark in London Town, and more, an edifice in which great pride is taken. But even the greatest thrill gained by an American, the awe and inspiration it produces in merely seeing it, cannot compare with the reverence and the respect of the English for St. Paul's. To them it is a traditional throne, and when the history of the cathedral is considered, this is not a marvel.

Another church once stood there on Ludgate Hill, but it was destroyed in the Great Fire of 1666, after which the genius of Sir Christopher Wren gave birth to his masterpiece—the St. Paul's of today. Years were required to build it. The work was begun in 1675 and the first service was held in 1697. More than that, St. Paul's was expensive. From the date of the Fire to the completion nearly seven and a half millions sterling was spent on it. The money, it is said, was derived largely from a tax placed upon sea-borne coal coming into the city of London.

St. Paul's, the cathedral of the Bishop of London, is beautiful in this modern age not only for its architecture and its traditions, but for its signs of the years, picturesquely portrayed on the Portland stone by the London drizzles and London smoke, so that the effect is that of a light fall of snow.

Imagine the shock of the great public when they learned that St. Paul's was in danger. Any time it might crumple. Services could not be held with safety. Visitors could not enter to see the beauties of the dome, the crypt, the Whispering Gallery. John Todd, the surveyor, said that it was dangerous. What an appeal to the sentiment and the imagination of the British public! And yet there are many who say that the British are unemotional. St. Paul's alone has disproved that belief, and it is more the rule than the exception.

PRESERVATION of ST. PAUL'S

The Dean and Chapter make an Urgent Appeal through

The Times

WHAT THE EXPERTS SAY:

The grouting of the piers, together with the repairs to, the stonework, should be proceeded with. This should be done forthwith. It will naturally take time to carry out, but **unless put in hand at once and vigorously pressed to a conclusion the situation may rapidly become grave."**

The above statement is an extract from an interim report of a Commission of five experts appointed to consider the preservation of St. Paul's Cathedral.

The cost is put by the experts at from £120,000 to £140,000. The money must be raised quickly if St. Paul's is to be saved from real danger.

This is a matter that concerns every citizen of London, and indeed the whole of the British Empire. To make it possible for every one to help, the Dean and Chapter have opened through

The Times

A Special Appeal for a PRESERVATION FUND.

To the Manager, "THE TIMES," Printing House Square, London, E.C.4

I enclose herewith ..... as a contribution to the St. Paul's Cathedral Fund.

NAME .....

ADDRESS .....

DATE .....

The List of the Subscribers is headed by Their Majesties THE KING & QUEEN the Queen QUEEN ALEXANDRA Their Royal Highnesses THE PRINCE OF WALES and THE DUKE & DUCHESS OF YORK and the Royal Highness THE DUKE OF CONNAUGHT

A letter from THE LORD MAYOR OF LONDON

The Mansion House, London, E.C.4. January 9th, 1925

To the Editor of The Times.

Sir—I should like to make a appeal about the St. Paul's Cathedral Fund, which I am heartily concerning with The Times in efforts to raise the sum required to place St. Paul's Cathedral out of danger. The request has been made to me that I should be the first to subscribe. My friend was made with my more consideration and approval, and I shall forward to The Times any sums which may be sent to me here for address to me. I would suggest that the appeal of St. Paul's Cathedral should be made to the people of London, and especially of those great financial concerns, offices, and corporate houses, whose liberal support is always to be reckoned upon.

I am, Sir, your obedient servant,

ALFRED BOWER (Lord Mayor).

EVERY contribution, large or small, will be welcomed, and will be acknowledged in The Times.

All contributions should be addressed to: The Manager, The Times, Printing House Square, London, E.C.4.

Donations should be sent either by crossed cheques, money order, or postal order, payable to the St. Paul's Cathedral Fund, or by bank-notes or currency notes enclosed in registered envelopes. All envelopes should be marked "S.P." in the left-hand top corner.

Use This Form.

St. Paul's had to be saved. Money was needed to make it safe, not only for this generation but for posterity. The surveyors estimated roughly that £140,000 would be sufficient to make the cathedral sound, to prevent it from being closed until a wealthier generation might take up the question of reinforcing it.

The public had to be told about it, told editorially and in advertising. The London *Times* immediately gave the vital assistance by sending out, first of all, three hundred telegrams to wealthy people. By noon the following day there were subscriptions amounting to £16,000 ($80,000).' Then, mobilizing their forces, representatives were sent to the South of France, to Switzerland, and to Egypt and all the places where the well-to-do had gone for the winter. (This all happened in January when most of the English seem to be in any land but England.)

Simultaneously word was sent to the Colonies, and telegrams were dispatched to firms rated from one-half to a million sterling, throughout Great Britain. The response was only another indication of the true sportsmanship of the British, and since the list of subscribers was headed by their Majesties the King and Queen, her Majesty Queen Alexandra, H. R. H. the Prince of Wales, their Royal Highnesses the Duke and Duchess of York, and H. R. H. the Duke of Connaught, individual subscriptions were easy.

Two full pages of advertising were used in the London *Times* with supplementary smaller spaces in other papers. The appeal was issued ostensibly from the Dean and Chapter who had opened a preservation fund through the *Times*. Obviously the exterior of St. Paul's was used as one illustration. And how excellent! This said at once that the advertisement was concerned with St. Paul's. Interior views, showing the scaffolding surrounding some of the piers, told the story that work had begun to preserve this great edifice. Close-up views of dangerous cracks in the buttress of the drum which were caused by settlement gave further evidence to the sometimes skeptical

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BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn
INCORPORATED

An advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
W. R. Baker, jr.
Frank Baldwin
Bruce Barton
Robert Barton
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
Arthur Cobb, jr.
E. H. Coffey, jr.
Francis Corcoran
Margaret Crane
Thoreau Cronyn
Webster David
C. L. Davis
Rowland Davis
W. J. Delany
W. J. Donlan
Ernest Donohue
B. C. Duffy
Roy S. Durstine
G. G. Flory
R. C. Gellert
Geo. F. Gouge
Gilson B. Gray
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Clara S. Hawkins
P. M. Hollister
F. G. Hubbard
S. P. Irvin
Henry S. Jones
Charles D. Kaiser
Dorothy Kenney
R. N. King
D. P. Kingston
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
Harford Powel, jr.
T. Arnold Rau
R. C. Shaw
Winfield Shiras
Irene Smith
H. B. Stearns
John C. Sterling
J. Burton Stevens
William M. Strong
D. B. Wheeler
C. S. Woolley

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

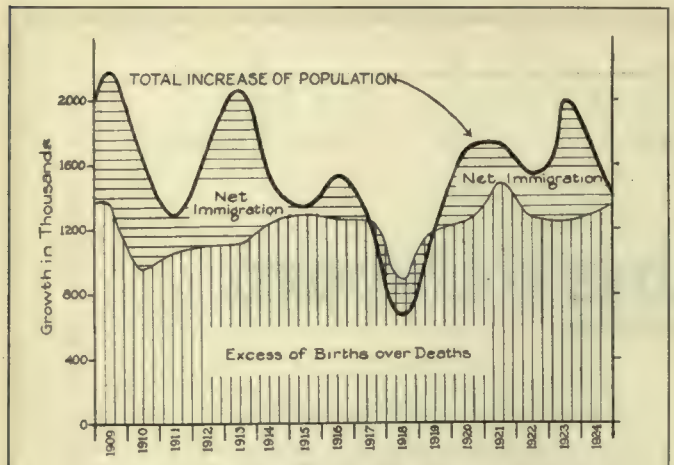


Chart Showing Growth in the Population of Continental United States

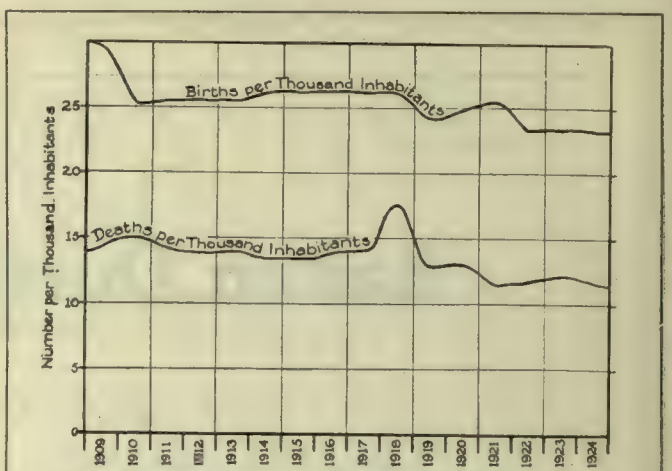


Chart Showing Estimated Changes in the Birth and Death Rates in the Continental United States

Population of the United States Rises to 114,311,000

THE population of continental United States reached a new total of 114,311,000 on January 1, 1925, according to estimates made by the National Bureau of Economic Research. This figure compares with the Bureau's estimate of 112,684,000 on January 1, 1924, and the census count of 105,711,000 in 1920.

The estimated gain during the year 1924 was 1,627,000, which is approximately 100,000 less than the average gain for the last five years. The year of greatest gain since 1920 was 1923, when the population grew by 1,996,000. In a sixteen-year period the year of greatest gain was 1909, when 2,173,000 were added to the national total.

The natural increase of population through excess of births over deaths was four times the amount added by net immigration in 1924. In 1924 net immigration was 315,000, while births are estimated at 2,645,000 and deaths at 1,333,000. Since 1911, the number of deaths has tended to remain constant, while births have increased by nearly 11 per cent and the population has grown by some 21 per cent.

Of the total population, thirty-eight out of every hundred persons are engaged in some gainful occupation; that is, working for a direct money income.

TABLE I—INCREASE IN POPULATION FROM 1909 TO 1924

Year	*Number*	*Per Cent*
1909	2,173,000	2.43
1910	1,635,000	1.79
1911	1,293,000	1.39
1912	1,686,000	1.78
1913	2,069,000	2.15
1914	1,497,000	1.52
1915	1,345,000	1.35
1916	1,535,000	1.52
1917	1,262,000	1.23
1918	672,000	0.65
1919	1,187,000	1.14
1920	1,701,000	1.61
1921	1,723,000	1.60
1922	1,553,000	1.42
1923	1,996,000	1.80
1924	1,627,000	1.44
Total for 16 years	24,954,000	
Average for 16 years	1,560,000	1.55*a*

a equals average of per cents in above column.

The estimated increase in population in each year since January 1, 1909, is given in Table I.

The greatest percentage growth, according to the foregoing figures, took place in 1909 and the smallest in 1918, a year of war and of influenza epidemic. The year 1923 shows one of the peaks of the period, while 1924 is slightly below the average, the change from 1923 being due to the falling off in immigration.

In Table II the total net immigration, births and deaths, are compared year by year. The figures in this table show that the immigration of 1923 was more than twice the 351,000 average for the sixteen-year period and nearly double the average immigration of the last five years, which amounted to 403,000 per year. The 1924 figure, on the other hand, is below average, although still higher than the immigration of 1921 or 1922, despite the increased stringency of the immigration restrictions.

The Census Bureau has not completed its records of births and deaths in the registration area for years later than 1922, hence the estimates for more recent

[CONTINUED ON PAGE 40]

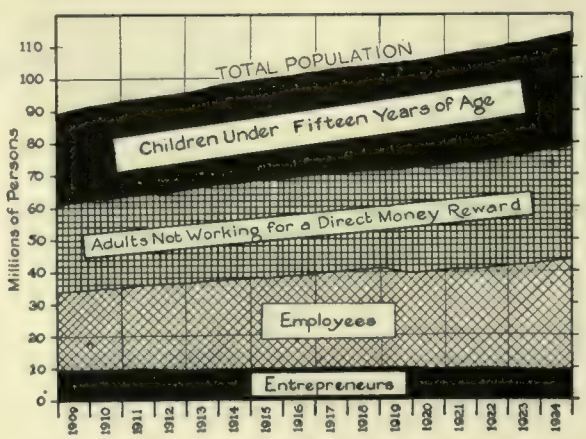


Chart Showing the Population of the Continental United States Classified According to Occupational Status. Charts reproduced through courtesy of National Bureau of Economic Research, Inc.

Railways Preparing for Record Breaking Traffic

The Railway Service Unit

A.B.C. *A.B.P.*

Freight traffic during 1925 will equal, if not exceed, that of previous years, according to a report submitted at the spring meeting of the American Railway Association on May 15 by the Car Service Division.

The railways are preparing to make large expenditures to meet the heavy traffic expected this year. Are you preparing your sales efforts to increase your railway sales? The five departmental publications which constitute *The Railway Service Unit* can aid you effectively—for each one is devoted exclusively to one branch of railway service.

Our Research Department will gladly cooperate with you in determining your railway market and the particular railway officials who influence the purchases of your products.

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street New York, N. Y.

Chicago: 608 S. Dearborn Street
Washington: 17th and H Streets, N. W.
Cleveland: 6007 Euclid Avenue
San Francisco: 74 Montgomery Street
Mandeville: Louisiana
London: 34 Victoria Street, S. W. 1

Utilizing the Kitchen Route to Greater Sales

By Christine Frederick

WHEN an advertiser of household goods is dissatisfied with the volume of his sales he has two paths toward growth: (1) increasing the number of families using his goods, (2) increasing the amount of goods used per family.

Advertisers constantly are ignoring the second broad path to greater volume. For instance, some few years ago the fact was brought to the attention of a famous maker of canned soups that his growth had been confined to increasing the number of people buying canned soup, while ignoring a particularly rich opportunity to educate those women who already bought his soups, to use them—particularly tomato—*as sauces in cooking and serving.* It was pointed out that ten cans of soup could be used in a family for this purpose to one for soup purposes alone. A booklet was prepared giving recipes for such new uses of canned soup, and a resultful advertising campaign was begun. Great numbers of women now buy canned soups and use them for these new purposes.

Many other articles of household use are susceptible to this consumption-broadening process, to a degree which can mean doubling and trebling of sales. Fleischman's yeast is a now famous example, but the soup instance mentioned above is more generally illustrative.

Two famous breakfast food advertisers have been making history for themselves along this line—Postum, and Shredded Wheat. A big prize contest conducted by Postum to develop different ways of utilizing Grape-Nuts has resulted in a wider public realization of the use of Grape-Nuts as a general food article as well as a breakfast dish. It is so being advertised now.

Shredded Wheat has done the same thing with equally striking results. Over 50,000 women entered the contest, suggesting Shredded Wheat for puddings, salads, cookies, custards, and in combination with meats, cheese, eggs, fruits, etc. The enormous interest aroused by this contest, with only $1,500 in prizes, is not only a tribute to Shredded Wheat, but an indicator of the liveness of the idea of developing broader uses for articles commonly regarded as one, or two-purpose articles. Who but the exceptional, unusual woman would have supposed that Grape-Nuts or Shredded Wheat were anything but foods to be eaten as they have always been pictured—in a dish with milk or fruit?

What is needed is *a creative outlook* on the market; a more inquiring, open attitude of mind to study the possibilities of the given field.

MANY housewives use certain articles for one purpose and never for anything else. Postum and Shredded Wheat conducted prize contests which developed more different ways of utilizing their respective products than the manufacturers believed possible. Three-in-One Oil, Crisco, Fleischmann's Yeast and Campbell's Soups are other outstanding examples of the possibility of broadening a market by educating the women of the household to the more general use of what are commonly regarded through tradition as one or two-purpose articles

If you are selling a food article, especially a semi-staple, the chances are that modern dietetics and up-to-date family practice has opened doors for your article which you may be ignoring. The increased per-family income has made unnecessary the rigidly narrow standards of older days. It permits, for instance, the use of more expensive soaps and more kinds of soap products. It permits the making of more kinds of pastry and breads, the enjoyment of a more varied diet; the equipping of kitchens with more devices.

These expanding standards of living have two dimensions: horizontally, more people able to buy your goods; vertically, old users able to use a larger quantity of your goods. *Too much attention is paid to horizontal growth and too little to vertical growth.* It is the exception rather than the rule to see the manufacturers in an industry devote themselves creatively to stimulating vertical growth; although some very interesting *co-operative* campaigns have attempted this.

Lines of goods which are being crowded off their perches by the modern higher standards are in real need of such effort. Codfish, mackerel and salt pork, for instance, belong to an older and more economical era. Today they are being dropped for foods more alluring; and the sellers of such articles have need for *both* vertical and horizontal growth! Other articles have a fairly satisfactory growth along horizontal lines, either through natural increase in population or by dint of sales effort. Their one lack is to increase the uses of the product, increase the average consumer's knowledge of its wider applications.

[CONTINUED ON PAGE 54]

An Announcement

THE grouping of the Chicago Evening American, Detroit Times, Wisconsin News (Milwaukee), Boston American, Rochester Journal, and Syracuse Telegram, marks a forward step in advertising practice. It makes possible standardized service. It represents the most efficient means in the presentation of markets, media and data, together with intelligent personal service.

Each paper in this group is in itself a market worthy of cultivation. Each city represents real advertising responsiveness.

As a COMBINED MARKET these six newspapers offer an ideal try-out field. They are located in cities where consumer buying habits and jobber-dealer conditions vary materially. Because of this an advertiser using the group can learn at once how his product will meet with nation-wide acceptance.

These six newspapers, represented in the National Field by one organization, offer standardized merchandising service that is the maximum of efficiency in opening up a territory or in extending trade already under way.

Detailed information as to rates and circulation may be obtained by addressing offices listed below.

Eastern Office:
2 Columbus Circle
NEW YORK CITY
R. E. Boone, Mgr.

Western Office:
Hearst Building
CHICAGO
H. A. Koehler, Mgr.

New England Office:
Hearst Building
BOSTON
S. B. Chittenden, Mgr.

Detroit Times
Boston American
Wisconsin News (Milwaukee)

Rochester Journal
Syracuse Telegram
Chicago Evening American

Written by Our Readers

Mr. Béhar Disagrees

C. J. Tagliabue Manufacturing Co.
Brooklyn, N. Y.
May 11, 1925

TO THE EDITOR:

You're absolutely wrong in what you say on page 36 of your May 6 issue, in the heading which you have given to a letter of commendation. You say you are "going to make it a great deal better." A little, perhaps, yes. A great deal, no. That is impossible.

M. F. Béhar,
Advertising Manager.

Retailer's Buying Policies

PEGGY PAIGE
NEW YORK
May 14, 1925.

TO THE EDITOR:

I have read with considerable interest the recent articles appearing in ADVERTISING FORTNIGHTLY concerning the Caldwell Store in Washington, Pa. Since so much of it applied to Ready-to-Wear, I naturally found this article very valuable.

At the same time, having met Mr. Hastings upon one or two occasions, I know that he is a very capable executive. However, I think there is a manufacturer's angle to this story that might be as interesting as the retailer's. For example, Mr. Hastings stresses the importance of frequent buying trips to New York in order to keep stock at a minimum. From a merchant's standpoint that is undoubtedly a profitable way of conducting his business. However, what it means in plain English is that the retailer asks the manufacturer to "hold the bag." When the buyer comes to the market very frequently and purchases only a handful of merchandise each time, he expects delivery almost immediately, which in turn means that the manufacturer must be prepared accordingly.

It is that very policy which has raised havoc especially in this field, and has brought about the highest business mortality of any industry in this country. The life of the average manufacturer in this field is three years.

If, as Mr. Hastings says, the retailer knows what his customers want, then why should he not be willing to have the courage of his convictions and voice that opinion in the way of substantial orders placed four or five weeks in advance? Why should he expect the manufacturer, whom he says is not acquainted with his local needs, to produce merchandise and hold it on his racks in the hope that he might have guessed right?

Mr. Hastings explains that in his opinion the price trend will continue downward—especially in Ready-to-Wear. It is true that it has been that way for the past few years, but from the opinions I have received recently, there is a strong effort being made on the part of retailers to reverse that condition. It has actually acted as a boomerang and reduced their profits instead of increasing them.

Within the past three weeks, I have talked to several prominent merchants and received letters from others, and in each case, this question came up. Strange to say, in four cases out of five, they explained that they were initiating a new policy and intended to forget about price and concentrate on style and quality instead. They have found that the constant cry for cheap merchandise and the frequent sales on the part of merchants has brought about a condition where Ready-to-Wear has been so simplified that all trace of style and quality has been lost.

The question of the merchant's ability to select style merchandise to better advantage than the manufacturer is a very interesting one. It is easy to understand that every buyer feels that he or she knows the requirements of her locality better than anyone else. Yet, we, doing business with thousands of buyers, have some very interesting experiences along these lines. We find that the buyer guesses wrong almost as frequently as right. She cannot entirely get away from her own personal likes and dislikes and buy with an unprejudiced mind. Her opinion is based on a quick glance and not upon any definite basis.

On the other hand, a salesman who has shown his line perhaps fifty or sixty times in one section of the country, and the manufacturer who is receiving orders from hundreds of merchants in all sections of the country, knows definitely that certain styles have been selected with greater frequency than others. His opinion, therefore, is based on actual results and not guess work. Accordingly, his new creations are made along the lines of those dresses which he calls his "best sellers."

The retailer will come nearer to the solution of his problem, if he will only realize that as far as Ready-to-Wear is concerned, he is dealing with something very abstract. Style is something which cannot be seen, heard or sensed. Is is purely a matter of opinion. A prominent merchandise manager once told the writer that as far as he is concerned, "STYLE IS WHAT SELLS."

Merchandise of this type is sold more on the strength of atmosphere, prestige and confidence on the part of the consumer in the merchandise which he is buying than on any other single fact. It must be obvious, therefore, that if dealers would concentrate on developing atmosphere for their store, and building prestige and good will, it will sell more merchandise and at a better profit.

In the final analysis, the woman who is buying any article of Ready-to-Wear is interested in one thing above all—"IS IT STYLISH?"

Very truly yours,
L. EISEN.
Sales and Advertising Manager.

The Circulation Discussion

ALLIED NEWSPAPERS, INC.
New York City.
May 23, 1925.

TO THE EDITOR:

In publishing the article by Charles Austin Bates, entitled, "What Do We Mean When We Talk About Quality Circulation?" you have done the advertising world a real service. Of course, there are quality propositions—residence pipe organs, for example. But such propositions, with a strictly limited appeal, may well be advertised by direct mail, in this way reaching the eight or ten millionaires in the average city.

But the quality circulation idea is being carried to ridiculous extremes by a few advertisers. They demand quality circulation for the advertising of flypaper, soft drinks, canned peaches, soup, motor oil, toilet preparations, ready-to-wear clothing, and similar commodities of general use and appeal.

That would be funny—if it did not represent a tragic waste of money and effort. I seem to see a can of soup, and a box of flypaper, humanized by a comic cartoonist, wearing high hats and parading on the Avenue.

There was a great need for the publication of such an article as Mr. Bates has written, and your publication certainly deserves high commendation for providing a medium for Mr. Bates's common sense broadside on the subject.

W. H. DODGE,
President.

THE VITROLITE COMPANY,
Chicago, Ill.
New York, April 25, 1925.

TO THE EDITOR:

I have never read a more logical analysis of the subject of "Quality Circulation." I thoroughly concur with your viewpoint and believe that if more real common sense were displayed in connection with considerations of this kind, there would be fewer false and expensive steps taken in placing advertising.

Your articles should prove interesting as well as enlightening to many advertising managers.

J. W. WILEY,
Manager, New York Office.

[See "What Do We Mean When We Talk About Quality Circulation?" by Charles Austin Bates, ADVERTISING AND SELLING FORTNIGHTLY, April 8, 1925, and articles by Earnest Elmo Calkins, Sara Hamilton Birchall, L. E. McGivena and Charles Austin Bates, in issues immediately following.——EDITOR.]

ONE* of the REASONS

Why Capper's Farmer has, for the past three and a half years, consistently carried

More Motor Car Advertising

than any other monthly national farm paper is because our 800,000 circulation is concentrated in the Midwest, where farmers are more prosperous than in any other section.

Capper's Farmer

Published at Topeka, Kansas, by Arthur Capper

Advertising Headquarters
120 West 42nd Street, New York City

Branches in New York, Chicago, Cleveland, Detroit, Kansas City, St. Louis, San Francisco

**The others will be explained on request*

How We Built Up Our Overseas Trade

[CONTINUED FROM PAGE 20]

discount. A more common form of dabbling is to appoint exclusive agencies by correspondence and then figure that any business you get is gravy and if no business comes in there is no market. If you have a salable specialty the time will come when you begin to wonder what has become of the market. Your investigator will find that you are tied up by contract to a worthless agent and your name is mud in that country. Another dabbler's view is that foreign orders should be filled only when there is a surplus above domestic orders. Another believes that the world outside of the United States is populated entirely by crooks. As a matter of fact, we Americans have a worse reputation than any other countrymen. When the word goes around that a Yankee is coming in to do business, the foreigner locks up the family silver and calls for his lawyer. I could write a book on the stories told me of sharp practices by Yankee exporters and traders.

The first essential of exporting is to get yourself in the right frame of mind. You must say to yourself that you are going to deal with your foreign customer just as you would a domestic customer. Look up his rating carefully and if he is sound, trust him; if he is doubtful, protect yourself. You will find about the same proportion of honest to dishonest men abroad as at home. A sound order from a foreigner is as good as an order from a domestic customer and must be protected by the same standards of quality, inspection and prompt delivery. If his credit is good and it takes three months in transit for delivery, give him three months to pay just as you would give your domestic customer thirty days. Charge him interest or figure it in the price if necessary, but give him consideration.

When you are ready to consider a market send an investigator. This man must be one of your best. He must be big enough so that you will accept his recommendations even if they are not what you like. He must be big enough to act on his own responsibility if quick action is necessary. Order him to stay at least six months in an important country before making his final report. It takes at least a month before a man gets over the feeling of strangeness. It takes longer than that to realize that the prospective agent who speaks good English may not be as valuable as the excitable foreigner next door. When you get the final report you can size up the situation and decide your preliminary course of action.

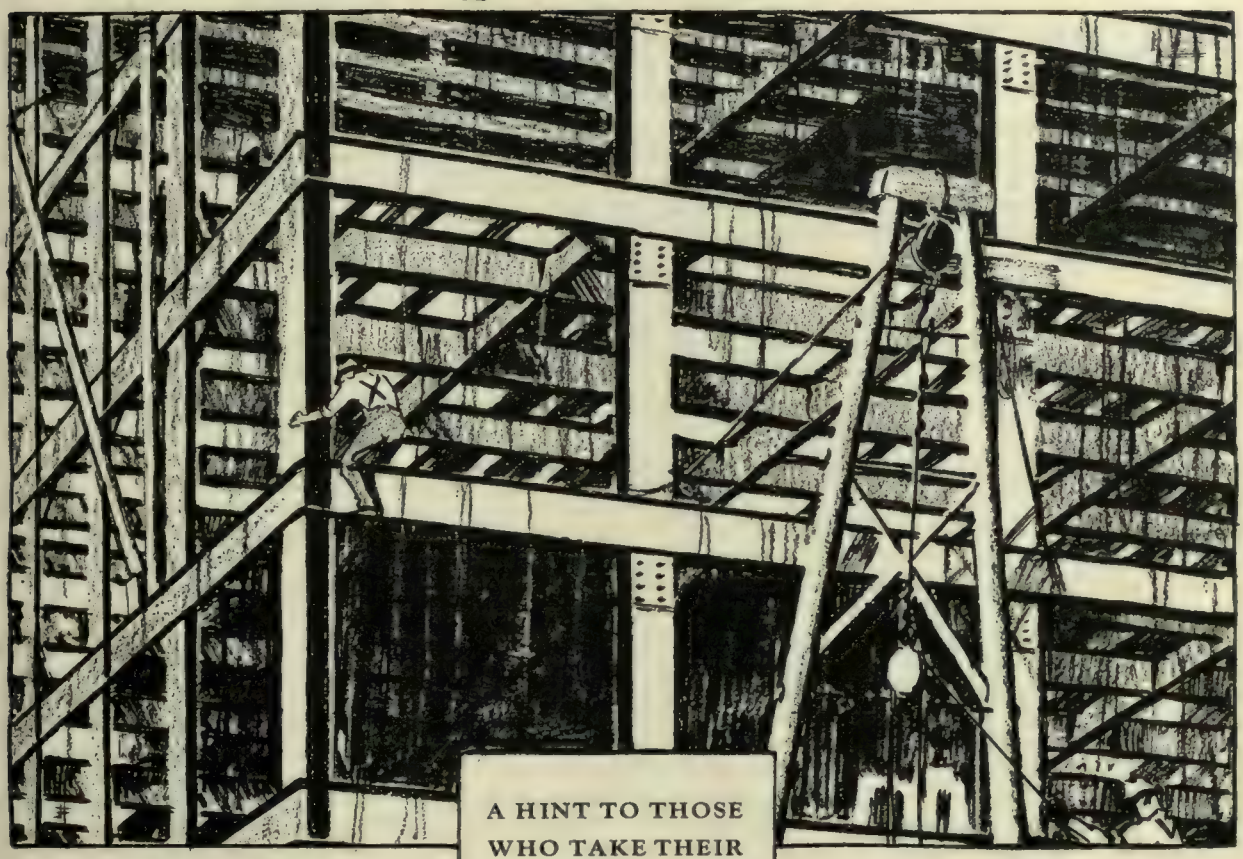
ABOVE is reproduced an advertisement for the Sullivan Air Lift which was inserted by the Toyo Kogyo Sha (Oriental Engineering Company), agents for the Sullivan Machinery Company at Tokyo, Japan. In such a country where the language is too difficult for an American to learn, it is necessary that the Sullivan Company maintain a high-priced manager from the home office in addition to the exclusive agency. This man acts in the capacity of technical adviser, but he has full authority to control prices and to cancel the agency if he sees fit

Don't let yourself be influenced by the glowing accounts of the potential market. The day has passed when you can be a pioneer in a new market. Somebody is selling something like your product everywhere. Study the competitor. If he is active, figure out roughly what his payroll runs, what stock he keeps on hand and what prices he charges. How much business would you have to get eventually to maintain a similar investment? I might give an example. An American trade adviser writes that India is a splendid market for coal cutting machinery, as the mines are swinging over from hand labor to machine mining. Twenty machines were sold last year. If you were an American manufacturer of coal cutting machines you would hasten into the Indian market. What would you find? The twenty machines sold represent approximately $80,000. There are already five reputable manufacturers represented there, each with a sales engineer, a service man, and a stock of machines and parts. In other words, it cost fifty thousand dollars to sell eighty thousand dollars' worth of machines.

The best way to sell is by the direct representation method, IF the ultimate market will stand it. My advice is to send over your own man, have him open a small office and tell him to sell exclusively through dealers. Do not appoint exclusive agents but have your man pick out the best available dealers and tell them he will quote them all the same price but will seriously consider for an exclusive agent the dealer actually showing results over a period of

[CONTINUED ON PAGE 51]

Don't Skimp on the Skeleton



A HINT TO THOSE WHO TAKE THEIR ADVERTISING AND SELLING SERIOUSLY

CREATORS of big things build for the future. Their work is costly and must endure. So they first put up mighty beams of safety that extend through every unit—sufficient skeletons of immortal steel.

Good avertising is just as logical, just as precise, just as secure as good building. The time of expensive experimentation is gone forever. These days, advertising men must know all the whats and hows and wheres and whys of the businesses they advise. They must be able to build on an engineering basis.

They support and safeguard their building with skeletons of business paper promotion. Strong, hard, tough, safe! For they realize that a weak-framed building is like a body with bones of wax.

Start the framework first and make it strong. Address yourself directly to the factors that decide your fortune. In our field, selling success is built around the merchant. Enlist *his* interest and aid—when the safety is built into your structure, there is plenty of time to add the parts that show, the surfaces that sparkle.

Like most advertising agencies, the Economist Group is interested only in businesses that will stand—in successes that will stay. When you find some house that has not yet learned the principles of good building, perhaps we can help in the process of its education.

The ECONOMIST GROUP

239 West 39th St., N. Y.

DRY GOODS ECONOMIST—*National, Weekly* **MERCHANT-ECONOMIST—*Zoned, Fortnightly***

New York — Boston — Philadelphia — Greenville, S.C. — Cleveland — Chicago — St. Louis — San Francisco — London — Brussels — Paris

UPC PUBLICATIONS

45,000 subscribers in 35,000 stores in more than 10,000 centers—stores that do over 75% of the country's retail business in dry goods and dept. store lines.

How Advertisers May Refer to Government Tests and Purchases

SO many instances of inaccurate reference to or inaccurate claims concerning Government tests and Government purchases have been made recently by advertisers that the National Vigilance Committee of the Associated Advertising Clubs of the World has felt itself called upon to point out how such references may be properly made and when they should be omitted. This has been done in a Trade Service Bulletin, which outlines the functions and purchasing methods of the various governmental departments, and indicates how easily the public may be misled by advertising references which attach false implications to government contracts and purchases.

The bulletin points out that the executives of the Federal Government are keenly aware of the value of advertising and are in no way hostile to any proper reference to the departments in such advertising. They stand ready in each instance to help the advertiser to bring his copy in line with the facts and with the policies of the department involved.

The departments most referred to are the Bureau of Standards, the Army and the Navy. These the bulletin takes up in some detail under separate heads.

The Bureau of Standards is attached to the Department of Commerce. Its chief functions are to establish mechanical, electrical and material standards for the use of various departments of the United States Government, and to conduct research and experiments for the instruction and guidance of the industry and commerce of the United States. It frequently conducts exhaustive researches for the purpose of aiding inventive and mechanical progress. The results of these researches are made public and available for the use of all. In many instances, officials of the Bureau give the benefit of its occasional unpublished researches in answer to correspondence from manufacturers or from industries faced with specific technical problems.

It is highly important that the tests or researches of the Bureau must not be employed by any advertiser for the purpose of disparaging, directly or indirectly, the product of any other advertiser or group of advertisers. Nor should any action by the Bureau be cited as evidence of the superiority of one advertised product over others, as such advertising conveys a condemnation of competing products which has no basis in fact and which is entirely contrary to the policy of the Bureau.

IN instances wherein the Bureau of Standards has issued a certificate there is no reason why this may not be reproduced by photoengraving or reset in type. In any instance wherein the advertiser believes it necessary to refer to such a certificate or test in part, the advertiser who correctly values the great service rendered to industry by the Bureau of Standards will submit his proposed advertising copy to the Director of the Bureau of Standards before sending it to press. Letters written by the Bureau are positively not for publication unless specifically stated.

Advertisements which convey the impression that the products exploited have been purchased for the United States Army solely as a result of merit excelling that of competitors have become entirely too prevalent. It has been found that in many of these purchases, while the bidder had first to offer goods to conform to certain specifications of quality or construction, price was the chief determining factor as among the bidders whose products were up to the Army requirements.

All supplies and equipment for the Army are purchased by its several Supply Services, *i.e.*, Quartermaster Corps, Medical Corps, Engineer Corps, Ordnance Department, Signal Corps, Chemical Warfare Service, and Air Service.

There are at times minor differences in the details of purchasing by the several Supply Services, but each service follows the same basic principle. The general principle in which they all agree is to purchase articles meeting a prescribed standard and upon a competitive basis.

No branch of the service, however, issues any official indorsement of any product purchased. In instances where sales are made to a Supply Bureau of the War Department as the result of competitive bidding, following the usual tests for conformity to specifications, the advertising may state: "Used by the United States Army"; "Meets United States Army Requirements." Any variations or amplifications of these claims should be submitted to the War Department before publication.

Purchases for the Air Service are ordinarily determined by from one to three elements: cost, quality and time of delivery. In emergencies, the third element may be the determining one.

Advertisements claiming that the product exploited is the only one which could have been used by the Air Service convey an impression which is, in most instances, contrary to the facts. Reproductions of official photographs for advertising purposes is contrary to the policies of the Department.

The two outstanding facts to be kept in mind by the advertiser whose products have been used by the Navy are: 1. Products purchased for the Navy must comply with the prescribed standards of the Department; 2. All purchases are made upon a competitive bid basis.

THESE conditions should not be separated. Because of the competitive bid feature no advertiser has any ground for stating directly or by implication that the Navy has adopted his article as standard to the exclusion of all other articles on the market. The best usage in referring to purchases by the Navy is by the use of such expressions as "Made according to Navy Standard Specifications (Serial number and date of specifications involved)" or similar statements if otherwise correct statements of the fact.

As the Navy uses a wide range of materials there may be instances where the above rules do not seem to apply. It is recommended that all proposed advertisements involving the Navy be submitted to the Bureau of Supplies and Accounts, Navy Department, Washington, before publication.

SPANISH GOLD

SPANISH GOLD is flowing out of 22 Spanish-reading countries at the rate of a million dollars a day *for industrial equipment and supplies alone.*

American manufacturers of industrial equipment and supplies can reach 8,000 industrial buyers in the Spanish-reading countries through *Ingenieria Internacional* — the leading engineering and industrial paper serving these countries.

Ingenieria Internacional is a McGraw-Hill publication.

It gives its readers McGraw-Hill *editorial* values.

It gives its advertisers McGraw-Hill *paid-circulation* values.

Industrial equipment advertisements in Ingenieria Internacional attract Spanish gold.

Ingenieria Internacional

A McGraw-Hill Publication—Tenth Avenue at 36th Street, New York

Population of the United States Rises to 114,311,000

[CONTINUED FROM PAGE 30]

periods are much less reliable than are those for dates up to the first of January, 1923. The estimates recorded in Table II indicate that, during the sixteen years, there occurred in the United States over 41 million births and approximately 22 million deaths. It appears, therefore, that the gain in population from excess of births over deaths was something over 19 millions, or more than three times the increase in population due to immigration. The chief cause of increase in population in the United States, therefore, is not migration but rather the fact that more people are born than die.

TABLE II — IMMIGRATION, BIRTHS AND DEATHS COMPARED BY YEARS

Date	Amount of Net Immigration (Thousands)	Births (Thousands)	Deaths (Thousands)
1909	806	2,673	1,306
1910	677	2,340	1,382
1911	232	2,389	1,328
1912	578	2,428	1,320
1913	952	2,478	1,361
1914	247	2,587	1,337
1915	58	2,634	1,347
1916	275	2,675	1,415
1917	9	2,707	1,454
1918	— 214	2,727	1,841
1919	— 13	2,552	1,352
1920	446	2,645	1,390
1921	231	2,748	1,256
1922	278	2,567	1,292
1923	747	2,606*a*	1,357*b*
1924	315	2,645*a*	1,333*b*
Total for 16 years	5,624	41,401	22,071
Average for 16 years	351	2,588	1,379
Total last 5 years	2,017	13,211	6,628
Average last 5 years	403	2,642	1,326

a = Rough estimate.
b = Preliminary estimate.

The number of births since 1909 has been a little less than double the number of deaths, but the figures indicate that during the last five years the ratio of births to deaths has almost reached 2 to 1. This ratio has changed materially since 1911, a year which was about normal. In that year, the number of births was apparently some 2,389,000, while the number of deaths was about 1,328,000. In 1924, thirteen years later, the number of births appears to have increased by more than a quarter of a million, while the number of deaths was approximately unchanged. Since 1911, the number of deaths has tended to remain constant, while births have increased by nearly 11 per cent and the population has grown by some 21 per cent.

The death rate, in other words, has fallen faster than the birth rate. The death rate has been persistently low during the last decade except in the last half of 1918, the first half of 1919, and the first half of 1920, in which periods the severe epidemic of influenza levied a heavy toll. (See Table III.)

TABLE III—ESTIMATED BIRTHS AND DEATH RATES PER THOUSAND OF POPULATION

Year	Population July 1 (Thousands)	Births (Thousands)	Deaths (Thousands)	Births per Thousand Population	Deaths per Thousand Population
1909	90,508	2,673	1,306	29.5	14.4
1910	92,422	2,340	1,382	25.3	15.0
1911	93,837	2,389	1,328	25.5	14.2
1912	95,249	2,428	1,320	25.5	13.9
1913	97,111	2,478	1,361	25.5	14.0
1914	98,974	2,587	1,337	26.1	13.5
1915	100,390	2,634	1,347	26.2	13.4
1916	101,787	2,675	1,415	26.3	13.9
1917	103,234	2,707	1,454	26.2	14.1
1918	104,377	2,727	1,841	26.1	17.6
1919	105,007	2,552	1,352	24.3	12.9
1920	106,422	2,645	1,390	24.9	13.1
1921	108,370	2,748	1,256	25.4	11.6
1922	109,742	2,567	1,292	23.4	11.8
1923	111,469*a*	2,606*a*	1,357*a*	23.4*a*	12.2*a*
1924	113,454*a*	2,645*a*	1,333*a*	23.3*a*	11.7*a*

a Preliminary estimates.

	January 1		January 1
1909	89,357,000	1918	103,852,000
1910	91,530,000	1919	104,524,000
1911	93,165,000	1920	105,711,000
1912	94,458,000	1921	107,412,000
1913	96,144,000	1922	109,135,000
1914	98,213,000	1923	110,688,000
1915	99,710,000	1924	112,684,000*a*
1916	101,055,000	1925	114,311,000*a*
1917	102,590,000		

a Preliminary estimate.

The estimated population of continental United States at the beginning of each year is shown in table directly above. The fact should be noted that the estimates for periods beginning with 1924 are preliminary only.

These population figures have been segregated into four divisions as follows: (a) Children under 15 years of age; (b) Adults not gainfully employed—that is, not working for a direct money return; (c) Employees; (d) Entrepreneurs. In this connection, the term entrepreneurs is used to cover not only employers, but every person in business on his own account. (See Table IV.)

The fact is that children, women and others not working for a direct cash return and employees constitute almost equal sized sections of the population. Entrepreneurs are the least numerous of the classes mentioned, making up but 8½ per cent of the total population. There has been a steady growth in each class with the exception of the entrepreneurs, corporate growth having prevented the number of independent business men from increasing in numbers.

The gainfully occupied constitute about 38 per cent of the population, the remaining 62 per cent being almost equally divided between children and adults. The proportion of the population gainfully occupied increased noticeably during the war period, but had returned by 1924 to approximately the same percentage prevailing in 1909.

TABLE IV—TOTAL NUMBER OF PERSONS IN GAINFUL OCCUPATIONS

Year	Population July 1 (Thousands)	Children Under 15 (Thousands)	Adults Not Gainfully Occupied (Thousands)	Employees (Thousands)	Entrepreneurs (Thousands)
1909	90,508	29,069	27,184	24,422	9,833
1910	92,422	29,553	27,769	25,226	9,874
1911	93,837	29,869	28,268	25,794	9,906
1912	95,249	30,252	28,760	26,310	9,927
1913	97,111	30,719	29,364	27,078	9,950
1914	98,974	31,236	29,956	27,806	9,976
1915	100,390	32,126	30,308	27,962	9,994
1916	101,787	32,272	30,877	28,629	10,009
1917	103,234	32,750	31,111	29,379	9,994
1918	104,377	33,245	30,749	30,586	9,797
1919	105,007	33,449	31,276	30,530	9,752
1920	106,422	33,833	32,581	29,959	10,049
1921	108,370	34,333	33,218	30,740	10,079
1922	109,742	34,687	33,725	31,307	10,023
1923	111,469*a*	34,895*a*	34,379	32,510*a*	9,685*a*
1924	113,454*a*	35,122*a*	35,109	33,566*a*	9,657*a*

a Preliminary estimate.

"The Extension Magazine is a splendid medium for the Baldwin Piano Company, as it enables us to present to the executives of 3313 *large Catholic Institutions,* 7404 *Catholic Schools and Colleges and over* 10,000 *pastors of churches, the many superiorities of the Pianos, Player Pianos and Reproducing Pianos built by the House of Baldwin."*

(signed) P. Wyman,
THE BALDWIN PIANO COMPANY

We are very grateful and thank Mr. Wyman for his endorsement.

Extension Magazine

ELLWOOD TANSEY
Advertising Manager
General Offices, 180 N. Wabash Ave.
Chicago, Illinois

THE 8-pt PAGE

by Odds Bodkins

THERE is a real spicy flavor to this observation by Humphrey M. Bourne, advertising manager of H. J. Heinz Company, in a paper before the recent A. N. A. meeting in Chicago.

"No advertisement can serve five masters. It must decide quickly to sell one of five things:

"The artist. The writer. The engraver. The typographer. The thing advertised."

—8-pt.—

A business friend confided to me recently that his confidence in copy has had a rude jolt. He had, it seems, sent out five different letters on a certain promotion problem, some long and some short, and each with a radically different sales appeal. The returns from all five had figured within a decimal one side or the other of two per cent.

"What I can't figure out," complained my friend, "is, why didn't some one of those letters break over and show a return of, say, twelve per cent, or six and one-half per cent, or of less than one per cent? If there is anything at all in 'copy' why did they all strike that dead level of two per cent?"

This is indeed an interesting question to ponder.

Does it mean that the sheer mechanics of promotion should be given greater credit than we are wont to give it? That saying *something* or *anything* is sufficient if you say it to enough people enough times? That our old idol, Copy, has clay feet?

It *is* queer that out of five letters, written by two or three different individuals, and from five different angles, some one of them should not prove to be a freak letter and pull, let us say thirteen and seven-tenths per cent replies!

-8 pt.-

George W. Hopkins told an interesting story in his sermon at the First Christian Church, Houston, on Convention Sunday. The story concerns Madam Ponfadine, American wife of a Russian diplomat, and her ingenious use of the want-ad page of an English newspaper.

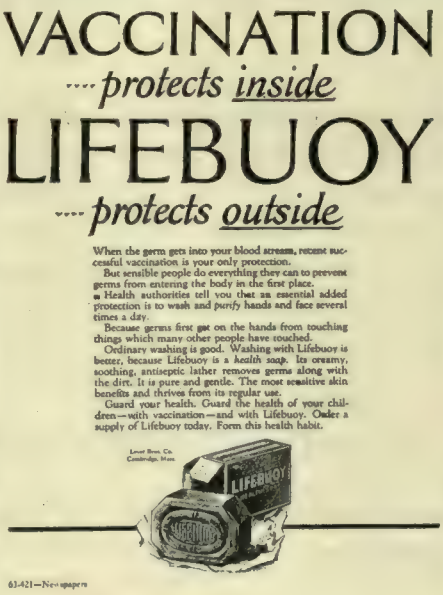
At the time Russian officials were telling their people that all the world was in the same condition they were in, Madam Ponfadine showed them want-ads of house dogs for sale and positions for maids.

These want-ads proved that, unlike Russia, where there were no dogs because they had been killed for food, and unlike Russia where everyone was supposed to be equal and no one was a servant to another, those conditions did not exist in other parts of the world, and that the stories told by the Russian officials were false and the mode of living imposed on Russians was nonexistent in other parts of the world.

This story gives rise to the interesting thought: how completely a single page of want-ads would picture a civilization to a trained student of sociology!

—8-pt.—

One of the surest ways to make a product "register" on the mass mind is to tie it up to the news of the day in every way possible. This Lifebuoy newspaper advertisement ran in the newspapers of a city where an epidemic threatened, I understand. It strikes me as being mightily well handled. It


VACCINATION
....protects inside
LIFEBUOY
....protects outside

When the germ gets into your blood stream, recent successful vaccination is your only protection.

But sensible people do everything they can to prevent germs from entering the body in the first place.

Health authorities tell you that an essential added protection is to wash and *purify* hands and face several times a day.

Because germs first get on the hands from touching things which many other people have touched.

Ordinary washing is good. Washing with Lifebuoy is better, because Lifebuoy is a *health soap*. Its creamy, soothing, antiseptic lather removes germs along with the dirt. It is pure and gentle. The most sensitive skin benefits and thrives from its regular use.

Guard your health. Guard the health of your children—with vaccination—and with Lifebuoy. Order a supply of Lifebuoy today. Form this health habit.

Lever Bros. Co.
Cambridge, Mass.

63-421—Newspapers

has point, yet there isn't anything crude or objectionable about it. It proves that it is not necessary for such advertising to be *too* pointed. Just a suggestion is all that is ever required. The public will write its own editorial.

—8-pt.—

I see that Cruger's, a small haberdashery shop in New York, is capitalizing the "column" craze by turning its advertising space into a "column." And, like a true columnist, instead of writing his own "column," Cruger is getting other people to do it for him. Celebrities, too, such as Alexander Woollcott, Neysa McMein, and John V. A. Weaver.

Woollcott's contribution is a fine example of how to write a testimonial without slopping over. I quote:

"I make it a rule never under any circumstances to go into Cruger's shop because it is too insidious. The shelves and counters of most haberdashers are so heaped and festooned with shirts and cravats which you would not (though you usually do) have as a gift, that it is comparatively safe to walk briskly in, buy the humble but essential garters, and walk out unscathed. But, just as it is far easier to diet at a heaping table in an American-plan hotel than at the less crowded table craftily presided over by a French chef, so it is impossible to go into so guilefully stocked a shop as Cruger's without making at least an effort to buy everything in it. It should be avoided by those who are weak of will."

—8-pt.—

Not the least interesting feature of this "column" idea is that it permits the use of small space without loss of attention value. The single column gains attention by virtue of a well-known face or name.

—8-pt.—

Scarcely a foreign mail steamer comes in now without bringing a subscription to the FORTNIGHTLY from some outpost of commerce. During the past week subscriptions have been received from Moscow, Buenos Aires, Berlin, Osaka, Tokyo, New South Wales, London and Mexico City.

I can't imagine anybody around the offices of

Messrs. Nakayama-Taiyodo,
Rinji-Chosabu,
Mizusakicho, Minamiku,
Osaka, Japan

reading the 8-pt. Page, but perhaps they do. Anyway, I greet Messrs. Nakayama-Taiyodo and felicitate them on their progressive spirit in subscribing to this publication!

I wonder if the London Convention may not have done more than any of us realized to internationalize advertising?

CANADIAN FACTORY BRIDGEBURG, ONT

THE JELL-O COMPANY, INC.

LE ROY, N.Y.

JELL-O
AMERICA'S MOST FAMOUS DESSERT
AND
JELL-O ICE CREAM POWDER

May 2, 1925.

Mr. Gordon Hoge,
The American Legion Weekly,
New York City.

Dear Mr. Hoge:

The cordial acceptance of our war book, "Inked Memories of 1918," by American Legionnaires has emphasized anew our indebtedness to The American Legion Weekly as one of the most interesting and valuable publications on our magazine list.

Our experience leads us to believe that your readers have been far more sensitive and responsive to advertising in the Weekly than in any other periodical which we use. War plays are back on Broadway. Certainly the time has now come when interest and pleasure in the memories of the world war will be constantly on the increase. If we have found the publication of value in the years just past, we anticipate an even greater acceptance and appreciation as time goes on.

Really you have a right to hold great expectations in regard to the future success of The American Legion Weekly.

Very truly yours,
THE JELL-O COMPANY, INC.
F. L. Le Roux
Advertising Manager

L-M

A HUNNIE PRISONER

When patrols caught a lone prisoner he was taken to company headquarters for his first questioning. This concerned troop strength, sector, morale, etc. As soon as Fritz was sent down the lines the fever for souvenir collection struck all Yanks and he was usually stripped of shoulder straps, buttons, and his "gott-mit-uns" belt. Then some chow to change that lean and hungry look in Heinie's eye. What military information he would have divulged if some "kp" had it within his power to bring on a plate of JELL-O, topped with whipped cream. Oh, doughboy!

JELL-O
America's Most Famous Dessert
AT HOME EVERYWHERE
THE GENESEE PURE FOOD COMPANY
Le Roy, N. Y. Bridgeburg, Ont.

Capture this Market!

After sending out more than thirty-six million full page messages to our readers during five years of consistent advertising, the experience of The Jell-O Company, Inc. is positive evidence that more than 650,000 Legionnaires and their families are at the impressionable age when they are forming life-time buying habits *now*.

we'll help you do it

The AMERICAN LEGION *Weekly*

331 Madison Avenue
New York, N. Y.

New England Representative
CARROLL J. SWAN

22 West Monroe Street
Chicago, Ill.

Pacific Coast Representatives
BLANCHARD-NICHOLS-COLEMAN

We Made a Success Out of a Business Failure

[CONTINUED FROM PAGE 16]

dealer got very little profit out of it.

Finally, there was the "free" service. Of course it was not free—it found its way into the price. It was available for all customers. Those who accepted or demanded it, got it, but at the expense of those who did not need or demand it; the latter paid for something they never received.

THIS description of the old method is not overdrawn. It is what we did; what everybody did. On many lines we figured that the factory cost was not 50 per cent of the price the consumer finally paid. The rest was eaten up in distribution costs.

Now, it is not easy to buck the established practices of an entire industry with something radically different. Yet that is what we decided to do. In the new merchandising plan we worked out we included these principal features: 1. Sales for cash; 2. A policy designed to make the dealer a real merchant, actually performing the functions for which he is presumed to exist; 3. Bulk shipping from the factory, to the greatest extent possible—shipments from branch warehouses to be discouraged; 4. Service no longer "free"—to be paid for if and as delivered.

Under this plan, our branch house organizations became substantially nothing but warehouse stations, with small stocks from which to make emergency shipments when dealers were unable to order a carload from the factory. Our sales force was greatly reduced; we now have forty-six men, no more than formerly might have served a single branch. We do not try to sell to every dealer; our aim is to get fewer and better dealers, making the territory of each one large enough so that he can develop a real volume of business. We have no more factory canvassers.

When we took our stand on this selling program, some people said to us: "But many implement dealers have no cash. They can't get it from farmers. They have no bank credit."

We replied: "They have no cash because the old way of selling takes it all; no bank credit because the old way destroyed it; no cash from farmers because *the merchants in other lines get it.* The health of an industry shows in the prosperity of its dealers. Thirty years ago, implement dealers were among the leading merchants. Today they are often the poorest.

"What has happened? Dealers in automobiles, electrical equipment, gasoline, household conveniences, phonographs, garages, pianos, tires and auto accessories, lately radio, have beaten them in competition for the farmer's dollar. These new merchants have skimmed the cream. Many have amassed fortunes and retired. Implement dealers rarely retire—except before the sheriff.

"Our plan proposes to change this. It provides a profit to accumulate cash, attract capital, and justify bank credit. It helps the dealer with his bank even to the extent of depositing the money for the bank to lend him."

This last is seldom required.

Others said to us: "But you do not give dealers nearly as much service as we have been used to."

"No," we replied, "we have about as many salesmen as some competition has branches. One is centrally located in every trade district. He will come when you need him. He will not run your business or spy on you. We have one master salesman, quality, and 10 per cent better discount than anyone else can give you. If you can not order, stock, set up, service, sell and collect—do not try this plan. Pay competition that extra 10 per cent and let them duplicate your effort in this regard. We can not do these things and also save you 10 per cent.

"WE have efficient warehouses at every strategic shipping point. When you use them, you pay your share of the cost of keeping them, still at a good saving. But you ought to use them only in emergencies, because on factory bulk shipments you save about 10 per cent."

Still others said: "There are many lines of implements that we have been in the habit of carrying but which you no longer carry."

"True," we again replied; "but the curse of the conventional full line, as we see it, is the inclusion of items on which there is no profit for either dealer or manufacturer. This results in 'loading' the price of other things, and waste and loss are multiplied to an unknown extent. We believe no merchant is justified in selling without profit."

The tenor of all our arguments may be deducted from these samples. The net result of the effort made is businesslike, economical distribution. We cut out huge duplications of effort, and expensive practices that added to marketing costs. The result, logically and actually, is a saving to customers. We named the figure 10 per cent, but actually in many instances it is considerably more than that.

TAKE a hypothetical case. Suppose a competitor—or ourselves under the old plan—prices a plow at $100. The competitor gives terms and gets his money at some indeterminate later date. We sell for cash against bill of lading and get our money at once. The customer gets his plow from us, not at $100, but we will say at 20 per cent less, provided he orders in the way that enables us to ship most economically—that is, in carload lots from the factory. But if he has to send a small emergency order to be supplied from the nearest warehouse, he pays for that service by earning, say, only a 15 per cent saving. These warehouses are necessary for effective distribution and can not be eliminated completely, but we aim to limit their use, and it is our plan to make the *fellow who uses them* pay for them.

A special problem arose in connection with cash selling of repair and supply parts. These are all small orders, usually wanted by the customer in a hurry, and each order usually does not amount to much. It would involve a great deal of bookkeeping to insist on cash with the documents for each of these shipments.

Therefore we arrange to draw a draft on our dealers for them once a month, but reserve the right to restore the dealer to a c.o.d. basis on

"What's all the Shootin' for?"
This advertisement appeared in Printers' Ink two years ago!

May 31, 1923 PRINTERS' INK 119

What Is "Class" Circulation?

A FEW publishers—some advertisers—and a great many advertising men define "class" or "quality" circulation, as though it had some reference to, or bearing on, the social standing of those who comprise it.

"Class" or "quality" circulation is purely a commercial term. It means circulation among that part of the population who have enough money to buy what they need or want. As opposed to it, there is "mass" or "quantity" circulation, which means circulation among that part of the population who have not.

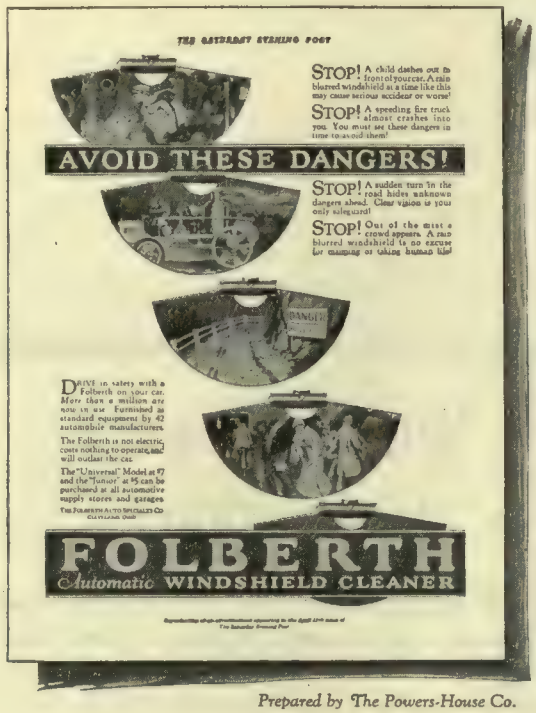
When the New York resident is financially able to live in ordinary comfort, he becomes a theatre patron. The circulation of Theatre Programs in New York, is, therefore, confined to the people who have at least enough money to satisfy their needs. There are various methods of advertising to the others.

Programs for 60 legitimate New York theatres—aggregating 1,600,000 circulation monthly.

Published by

New York Theatre Program Corporation

108 Wooster Street New York City



Prepared by The Powers-House Co.

SOMEHOW or other "Powers-House" service fails to appeal to the company that seeks to get rich quick without an investment of hard work and ample time. Read the list of P-H clients and you will find a group of able, responsible, conservative and consistently successful companies.

The

Powers-House

Advertising Co.

HANNA BLDG. Est. 1912 CLEVELAND

Marsh K. Powers *President* — **Frank E. House, Jr.** *V. Pres. & Gen. Mgr.* — **Gordon Rieley** *Secretary*

these also, if he fails to pay the monthly drafts promptly.

Results are apparent in the reduction of expenses. We have done away entirely with costly credit and collection departments, and with many salesmen and branch house employees.

Our rate of turnover has nearly doubled. We now turn our money about once in ten months, as compared with from eighteen months to two years formerly; and we foresee a time when we shall have two turns a year.

We are securing a more satisfactory type of dealer; the man who has ready cash and the business acumen to use it for his advantage. We get, too, those desirable and energetic dealers who have bank credit. We miss entirely the risky fellows who have neither cash nor credit nor the energy to get them.

Finally, there is the test of volume. Naturally, our volume suffered a terrific drop when we cut off all those extra lines. But I think I am safe in saying this: in the lines we retained, we have shown a greater increase in volume in the last year than anybody else in the industry. The plan and the company are no longer experiments. We have pushed our volume well into our area of profit. The company will make good money this year—more than it has made since 1918 and more, we believe, on a $3,000,000 capitalization than formerly with many times that capital.

To sum up, I think we have learned unforgettably these truths: 1. It is a doubtful blessing to be able to offer customers, regardless of cost, a "full line"; 2. A "full line" is no blessing at all when a goodly number of the items have to be sold without profit or at a loss; 3. A huge volume of sales, by itself, is no measure of the success of a concern's marketing; 4. There may be very serious dangers in giving dealers *too much* assistance—they may become worthless to themselves and you; 5. When you are able to effect genuine economies in marketing, you will find a host of customers eager to share them.

It cost us money to learn some of these things. We count the experience worth millions.

"Radio Journal"

Is now being published by McCreery & Frederick, Inc., Los Angeles, Cal. Coincident with the change in ownership, M. E. McCreery becomes editor of the publication, with N. E. Brown and L. W. Harold in charge of the technical staff and laboratory.

Advertising Correction

The illustration of sterling silver used in the May advertisement of the American Photo-Engravers Association was erroneously credited to the Gorham Company, instead of to the International Silver Company to whom it rightfully belongs and who have the copyright protection.

The American Photo-Engravers Association regrets this unfortunate error and wishes this notice of correction published in the interests of all concerned.

The Atmosphere You Don't Dare Show

[CONTINUED FROM PAGE 22]

ing-rooms. Similarly, other patterns of this product were shown, successively, behind groups of a doll, a rubber ball and a few blocks and other toys; a hand mirror, powder-puff case, vase of flowers and a carelessly dropped string of pearls; a scarlet vase of Japanese lantern flowers, a brass candlestick and a few books.

No one needs to be told that the patterns shown are intended to be used for, respectively, a child's nursery, a boudoir or bedroom, and a library. Though the whole always is rendered in full process color, wall coverings nowadays, even when richly patterned, are usually subdued in color, so that the vivid splashes that these group units afford add the requisite interest for a pictorial treatment. But the eye is always on the product.

WHAT the panels over the too-interesting room scenes accomplish for the "Hartford-Saxony" advertisements, and the suggestive groups do for Sanitas, the air-brush has done for the otherwise too attractive girl in the Colgate compact advertisement. Now that everything else is screened, the reader has a chance to see the comparatively small item that really is what is being advertised. What remains to be seen of the young lady is enough to lift the composition out of the catalog-cut class.

Another way to get sufficient attention value for a small object is to show it so close to the reader that it is almost "lifesize." It then stands out with startling effect, and the laws of perspective make everything else in the setting either recede so sharply that they are smaller than the large small things in the foreground, or, if in the foreground themselves, they become so large that they walk right off the page, as the candlestick does in the Diamond Walnuts advertisement. That candlestick is needed, however, for without it the fire in the background would compete with the bright brass bowl for the reader's attention. Now you cannot keep your eyes away from the dish of nuts.

If I were to refer to the Allen A hosiery advertisement as an example of a way to get the reader's eye off of the beaten track, there are some people whose experience might embarrass me. But, at any rate, this part of the group "under the mistletoe" is certainly below the natural eye-level. The color of her eyes may be the last thing that a young man in these sophisticated times notices about a girl, but not a great many people have yet acquired the art of going around Indian fashion, with their ears to the ground, except figuratively. Therefore, this treatment of a difficult subject is dramatic, in the first place, and further, the time one might otherwise

No investigation of Needlecraft Magazine's circulation yet made failed to reveal a buying-power of unmistakable potency in each community visited, or checked.

One merchant in a small town out in Iowa reported: "Every woman on Needlecraft's list of subscribers in our town is welcome to open a charge account at my store."

On request from any responsible national advertiser, or agency, we will submit for examination and investigation Needlecraft's list in any town, in any state.

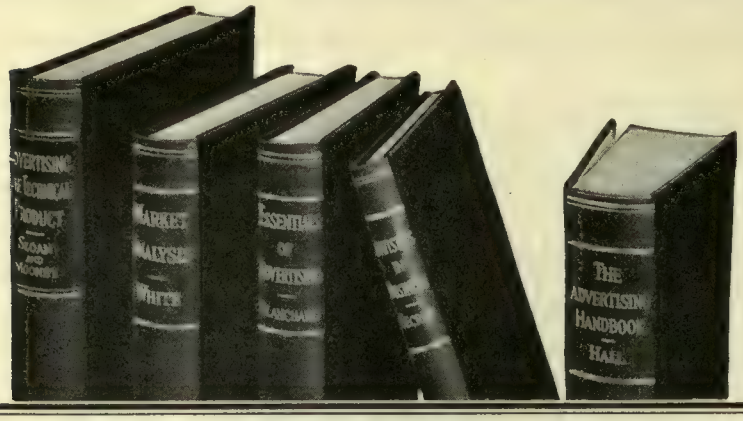
Robert B. Johnston
Advertising Manager
New York

JAMES A. ROBERTSON
Western Manager
Chicago

ELIOTT D. ODELL
Eastern Manager
New York

DORR & CORBETT
New England Representatives
Boston

Member A. B. C.



Canned EXPERIENCE

That old saying about experience being the best teacher is absolutely sound in one sense. But most of us recite it without thinking that experience may be of various sorts—*the experience of other men as well as our own,* "canned experience," if you please, ready for use. Just **open and** serve yourself! Why not take advantage of the experience of other men as far as we can and save not only years of time but many expensive lessons?

Do you know how much of the world's best research in advertising and selling is contained in

McGRAW-HILL BOOKS?

That single fact or suggestion may be worth many times the price of the book to you.

No money down—sent on approval—small monthly payments

Choose any of these McGraw-Hill Books that you would like to see—one, or two, or half a dozen—as many as you wish.
Read them for ten days free—keep those you want—send back those you don't want.
Pay for the books you keep as you use them. If you keep $15 worth of books, send $3.00 in ten days and $3.00 monthly.
The smallest monthly payment is $3.00. If you keep $6 worth of books, send $3.00 in ten days and $3.00 a month later.
The monthly installments must be large enough so that the entire account will be paid in full within six months.

Choose the books you want to see—and send just the coupon

Pratt—SELLING BY MAIL
428 *pages,* 5x8, 158 *illustrations,* $4.00
The principles and practice of modern selling by mail. A fact-packed book of methods based on successful experience. Every advertising man can use it.

Long—PUBLIC RELATIONS
248 *pages,* 5x8, 92 *illustrations,* $3.00
The common-sense methods of legitimate publicity. Explains media, shows possibilities and describes best methods to use.

Hall—ADVERTISING HANDBOOK
735 *pages, pocket size, flexible, illustrated,* $5.00
The standard advertising reference. Complete data on every phase of advertising.

Hall—HANDBOOK OF SALES MANAGEMENT
995 *pages, pocket size, flexible, illustrated,* $5.00
Modern sales practice and management as carried on in the most successful organizations of the country. Gives principles, explains applications in actual work and cites dollars-and-cents results secured.

Hall—RETAIL ADVERTISING AND SELLING
566 *pages, pocket size, flexible, illustrated,* $5.00
A practical presentation of the basic principles and practice of retail advertising and selling.

Hall—HANDBOOK OF BUSINESS CORRESPONDENCE
1048 *pages, pocket size, flexible, illustrated,* $5.00
An exhaustive reference work covering the principles and practice of successful business letter writing. Complete information on every phase of the subject.

Hall—BUSINESS WRITING
222 *pages, pocket size, flexible, illustrated,* $2.50
Practical methods of gathering data and of writing business copy of news, educational and promotional character for business magazine articles, house organs, reports and advertisements.

Sloan and Mooney—ADVERTISING THE TECHNICAL PRODUCT
365 *pages,* 6x9, *illustrated,* $5.00
A common-sense discussion of the important factors in advertising the technical product. The best experience of many leaders in this field.

Blanchard—ESSENTIALS OF ADVERTISING
322 *pages,* 5x8, *illustrated,* $3.00
The fundamentals of advertising principles and practice. The one book for the beginning student.

Lippincott—OUTDOOR ADVERTISING
340 *pages,* 5x8, 103 *illustrations,* 32 *pages in color,* $5.00.
The first complete and adequate treatment of outdoor advertising. Discusses growth, methods, possibilities, costs, etc.

Larned—ILLUSTRATION IN ADVERTISING
319 *pages,* 6x9, 212 *illustrations,* $4.00
A fact-packed book on how to use illustrations to increase the effectiveness of advertising. Covers all important advertising requirements and every practical illustrative treatment.

Dana, Morley and Kight—MAILING LIST DIRECTORY
720 *pages,* 6x9, $10.00
A directory of mailing lists and directories covering 1500 classes of trades, professions and institutions. A great marketing help.

McGraw-Hill Free Examination Installment Coupon

McGraw-Hill Book Co., Inc.,
370 Seventh Avenue, N. Y.

Send me the books checked for 10 days' free examination:

....Pratt—Selling by Mail, $4.00
....Long—Public Relations, $3.00
....Hall—Advt. Handbook, $5.00
....Hall—Sales Management, $5.00
....Hall—Retail Advertising, $5.00
....Hall—Business Correspondence, $5.00
....Hall—Business Writing, $2.50
....Sloan and Mooney—Technical Advertising, $5.00
....Blanchard—Advertising, $3.00
....Lippincott—Outdoor Advertising, $5.00
....Larned—Illustration in Advertising, $4.00
....Mailing List Directory, $10.00

I agree to return such books as I do not wish to keep, postpaid, within 10 days of receipt and to remit at the same time my first installment and the balance in equal installments each month. Minimum monthly payments, I understand, are $3.00 and also that account is to be paid within six months.

Name .....
Address .....
Position .....
Company .....

A.F. 6-3-25

spend in admiring the sweet young thing's facial make-up or criticising the way the callow youth is acting under the circumstances, or even observing how the mistletoe hangs, must now be spent inspecting what is on the "bewitching ankles."

"Straddling a fence" may seem to some people undignified. A compromise is apt to be irksome. But all minds do not move along together at an equal rate. It may be better, at times, to "stoop to conquer." We ought, it is true, to have passed the catalog-cut days. But too great an advance into the kingdom of atmospheric ideas may not sell goods. Or the right idea may not be the one that the reader picks out. He or she may so well appreciate something in your presentation that is merely, in your intention, an accidental or incidental accessory, that **narrowing** the field of vision will better get your real story across.

The Green & Van Sant Company

Baltimore, will act as advertising counsel for the following: National Radio Institute, Washington, D. C.; Linthicum Stone Company, Baltimore; Edward R. Burch & Company; S. X. Hooper Company, and El Principal Cigar.

National Better Business Bureau

Has been incorporated under the laws of Delaware by the National Vigilance Committee of the Associated Advertising Clubs of the World. This change in name involves no change in operating policy. It was effected because of the fact that the Vigilance Committee is affiliated with and coordinates the local work of the many Better Business Bureaus in the leading cities of the country, and it is believed that this step will enhance the prestige and influence of this Bureau work.

Operations of the National Better Business Bureau will be in charge of fifteen directors; five selected from the Better Business Bureaus, five from the sustaining members of the National Vigilance Committee, and five from the Executive Committee of the Associated Advertising Clubs of the World.

Payne, Burns & Smith

Will represent *The Niagara Falls* (N. Y.) *Gazette* in New York. G. Logan Payne Company will represent the same paper in Chicago.

The Bellamy-Neff Company

Advertising, announces that Alan Brill and Edwin D. Maibrunn are now associated with its New York office.

Finnell System, Inc.

Is the new name adopted by the American Scrubbing Equipment Company, Hannibal, Mo., makers of Finnell System of Electric Scrubbing.

The Wildman Agency

New York, will direct advertising for the American Rayon Products Corporation, manufacturers of rayon fabrics, and N. P. & J. Trabulsi, scarf manufacturers, both of New York.

[N.B. This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.]

Mrs. Glendale

. . . *born to the purple*

"SUCH a little queen!" Thus her father spoke of her when she was just a girl. And so she has continued to be.

Today, as Mrs. Glendale, mistress of a beautiful home and mother of two children, she is more of a queen than ever. The stag line still vies for her favor at the Lyceum dances. She will start at scratch in this summer's golf tournaments. The Symphony counts on her support; she is a leading figure in the MacDowell Society and the Garden Club.

In her home, Mrs. Glendale is no figure-head manager. There are many servants, of course, but the direction remains with her. In shopping, too, she exercises her trained judgment. Only the best will satisfy her.

Any newspaper would be proud to claim Mrs. Glendale as a reader. The question is: What newspaper can claim her? In Mrs. Glendale's community are 472 residence buildings. To it 263 Enquirers are delivered every morning.

In short, here is a "leadership community," rich in sales possibilities and prestige. Here, too, is a newspaper—The Daily Enquirer—which enables you to cover this community every morning, before the shopping trip.

I. A. KLEIN
New York
Chicago

R. J. BIDWELL CO.
San Francisco
Los Angeles

The CINCINNATI ENQUIRER

"Goes to the home, stays in the home"

Oil Trade Stays on Top of the Desk!

THE oil executive knows that it is his magazine. Not the bookkeeper's—not the tool dresser's—but *his*.

That's why it keeps your message where it will count—on top!

Write us for the facts.

The
Oil Trade
Including Oil Trade Journal and Oil News
A. B. C. and A. B. P.
350 Madison Ave., New York
Chicago Tulsa Houston
Also Publisher of Fuel Oil and The Petroleum Register

PHOTOSTATS
for economic and effective
VISUALIZATION
of

Campaigns, layouts, suggestions, borders, illustrations, booklets, charts, diagrams, maps, sketches, reports, letters, books, checks, testimonials, lettering, blueprints, advance plans.

Sales Ammunition

Photostats of testimonials, letters, plans, etc., in the hands of your salesmen are just so much sales ammunition.

Why not use them? You can have photostat copies enlarged or reduced, in any number of copies in a swift and inexpensive manner.

Out of town orders are finished and mailed three hours after they are received.

COMMERCE PHOTO-PRINT CORPORATION
80 Maiden Lane, New York City
Telephone John 3697
Quicker and cheaper reproduction

—and Now Concerning Copy

IT MAKES you wonder what happened to the danger-waver when you read The Keystone watch headline: "Whee! What did they do with all the daylight they saved?" There was a headline! It put the right words into the mouth of the young gentleman in the picture who comes home with an agreeable bun and learns from his Keystone watch that it is 2.21 a. m. The copy itself carried the headline and picture along for a brave and gleeful paragraph, and then it fell with a plop into ad-language. Apparently the danger-waver only began waving at that point—too late to prevent the onrush of an excellent piece of copy.

IF HE HAD been on the job, he would have said: "This advertisement is vurry *dangerous*. It makes fun of daylight-saving; that will alienate the farm vote. It admits the existence of the bun; that will infuriate the prohibition element, and especially the women; do you want to *ruin* our women's line? Besides, it isn't at all dignified, and we are vurry dignified, because we have been in business ever so many years." And so on. You know him. He keeps the danger down in the lower left drawer of the desk, and he can reach for it in no time, and brandish it like an Indian club until an innocent, amiable, human piece of copy suddenly proves to have broken all the laws of morality, taste, tact, "sales-man-ship," "psy-cho-log-y," the Koran, the Talmud, Rogers' Rules of Order, and How to Play the Ukulele in Ten Lessons.

AS BRIGGS SAYS, there is at least one in every office. He is a sort of male Grundy, who thinks there is something secret about secret price-marks. He is the "no-man." He is ready always to substitute a polysyllabic euphemism for a plain clear rough word. And he raises hell with (or as he would put it —"considerably disturbs") the business of getting his advertisements read by the public.

THE BELOVED old before-and-after school is reorganized. Instead of the (left) pinched and slatternly lady who had ailed ever since her eighth child, and the (right) buxom, that *is* the word, Juno who hasn't had a dull moment since her eighth bottle, we have now the contrast between the 70's and the 1920's. Colgate's whisker-album, Bannister's shoes, Chauncey Depew and Murphy's varnish, are only a few of many examples. The new school is (1) interesting, (2) entertaining, (3) valuable as a record of the stampede of civilization, (4) invaluable as a trade-record of the progress of invention and competitive marketing in which advertising has played its humble and helpful part.

A FABLE. There were three hatters, A, B, and C. They were advertisers, and quarter-pages being quarter-pages, a trade-writer pointed out that their advertisements looked pretty much alike. This did not make the hatters happy, "for," said A, "have I not told you we want to get cuts of hats that look as well as B's, aye, even for many months have I told you." So the servant of A went unto a picture-maker saying "those hats were not so good." "Look," said the maker of pictures, "and what-do-you-know, for here is a letter from B, asking me why I do not make for him hat-pictures as handsome as those of your friend A." Whereupon the servant and the picture-maker tried to laugh that one off, but concluded that over in the next meadow is the grass greener.

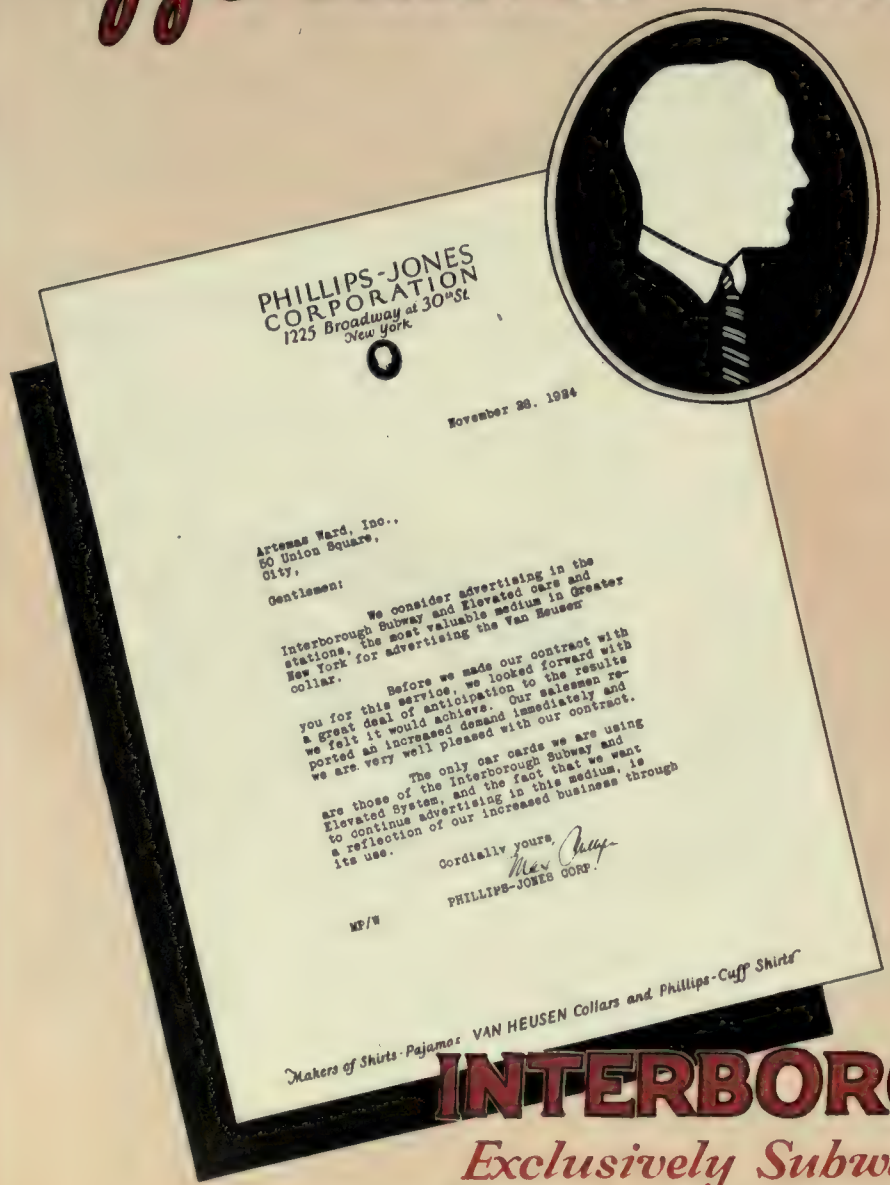
THE "for-shame" leit-motif is running through more and more advertising copy. "She hated to tell him" says Pompeian. "She hated to acknowledge the corn," says Blue Jay. "I asked 10,000 women concerning an intimate problem," says Deodo. "Too exhausted even to talk —What a mortifying feeling," pities Daniel Green Comfy Slippers. "A girl's most hated rôle—*extra*," is Odorono's opinion, while Davenport Bed asks menacingly, "What will your friends think?" These are all from one month's issues of two papers. Meanwhile, Listerine is chuckling just a little with pardonable enthusiasm.

NONE of these advertisements may be said to offend the public taste. Some are more far-fetched than others. But it is interesting to conjure the popular shudder with which the nineties would have received them . . . yes, even the Davenport Bed, suggesting that your friends would sneer at your hospitality; would have been considered grossly forward. To take these advertisements at their word, the man from Mars would get a warped picture of a nation of inferiority complexes; fortunately we discount the solemnity of these minor tragedies just as we instinctively discount extravagant superlatives. We readers may not read advertisements for technical style; but we can smell insincerity before the ink is dry on the printed page. If the insincerity is entertaining, we are inclined to forgive it as we forgive the amusing hypocrites among our friends.

"We consider---the Interborough---

the most valuable medium in Greater New York for advertising the VAN HEUSEN COLLAR"

MR. MAX PHILLIPS of the Phillips-Jones Corp., N. Y.



PHILLIPS-JONES CORPORATION
1225 Broadway at 30th St.
New York

November 28, 1924

Artemas Ward, Inc.,
50 Union Square,
City,

Gentlemen:

We consider advertising in the Interborough Subway and Elevated cars and stations, the most valuable medium in Greater New York for advertising the Van Heusen collar.

Before we made our contract with you for this service, we looked forward with a great deal of anticipation to the results we felt it would achieve. Our salesmen reported an increased demand immediately and we are very well pleased with our contract.

The only car cards we are using are those of the Interborough Subway and Elevated System, and the fact that we want to continue advertising in this medium, is a reflection of our increased business through its use.

Cordially yours,
Max Phillips
PHILLIPS-JONES CORP.

MP/N

Makers of Shirts · Pajamas · VAN HEUSEN Collars and Phillips-Cuff Shirts

Every manufacturer interested in introducing his goods—or increasing his sales—in Greater New York City, should by all means read Mr. Phillips' letter regarding his company's profitable experience with Interborough Subway and Elevated Advertising.

INTERBOROUGH ADVERTISING

Exclusively Subway & Elevated Car Cards & Posters

Controlled by ARTEMAS WARD, Inc. 50 Union Sq. New York

W. BURGESS NESBITT, President

A Dunlap photograph by Lucas-Kanarian

Photo-Engraving ~ Teller of Truth

A Note by James Wallen on the new way of selling men's wear.

THE traditional manner of picturing men's apparel rests forever in the vault of bygone things. The old tinted drawings, convincing as the glazed sheaf of wheat that stood on the parlor table, are in the files of time.

Today, the makers of men's wear have the courage of their clothing as well as their convictions. They picture their models as they are.

All of the notable makers of men's attire and accessories consider photo-engraving not only an aid but an essential to selling. In every trade today, sales follow pictures as naturally "as bees swarm and follow their queen."

"Your Story in Picture Leaves Nothing Untold" say the men who compose the American Photo-Engravers Association. Their customers testify to this truth. A copy of the Association booklet, "The Relighted Lamp of Paul Revere," may be had from individual members or from the central offices direct.

AMERICAN PHOTO-ENGRAVERS
ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

Copyright, 1925, American Photo-Engravers Association

How We Built Up Our Overseas Trade

[CONTINUED FROM PAGE 36]

time. The dealers will fight this, but eventually accept it if your product has an active market. A year of this and you can decide whether to build up your own organization of foreign salesmen under your manager or continue with a skeleton organization supervising a territory divided up into exclusive agents.

Our London organization consists of two Americans, a complete staff of clerks, accountants, service men, etc., but sells entirely through local exclusive agents. One of our men accompanies an agent on each deal. We carry the entire investment and the credit risks. But we must have the agent to get the inquiry and get the entree for us. He earns his small commission because without him an American cannot get inside the door.

IN France and Belgium we have a straight branch office organization with native salesmen under an American manager.

In Italy and Spain we have exclusive national agents under the supervision of our Paris manager.

These methods require a large volume of sales and our expansion has followed this volume.

In Africa, India, China and Peru we have English speaking exclusive agents who have been persuaded to employ from us our own specialists. This is the ideal self sustaining agency method.

In Japan, which is typical of a country with a language too difficult for an American to learn, we have a combination method. We have as exclusive agent a great importing house with ramifications everywhere. However, like all big firms of this nature, they need pushing. So we have a high priced manager located in Tokyo and with full authority to control prices and cancel the agency if he sees fit. He acts as technical adviser. His presence undoubtedly increases our sales from that market and insures a sales policy that builds for a permanent market.

I have mentioned that we use each of the three methods—direct selling, indirect selling and combinations of the two methods. You might ask which is best. In an active market a live branch office is a blessing. Your interests are being protected, your policies carried out. You can do development work. You can hire and fire. The agency method has its advantages in dull times, as you do not have expenses to carry. Of course, in theory the agent can make a profit on a smaller line, as he has affiliated lines to increase the volume of sales of each salesman against the cost of each visit. Unfortunately such agents are rare. In looking for the ideal agent the following principles may be useful:

1. Do not open a branch office in a

Personal Service

Advertising in the American Wool and Cotton Reporter pays for itself with immediate and satisfactory results to its advertisers.

There is no promise of a personal selling service with the advertising, but very often it happens that the staff of the American Wool and Cotton Reporter can give a personal service. We are always on the job through our service circulation and editorial men working around the textile mills all the time. We couldn't help—very recently—selling three carloads of starch to a leading cotton mill for one of our advertisers, 18,000 spools in another instance, all of the inside paint required for a big New England mill in another, all of the weaving harness for a group of three mills, initial orders for a patented shuttle into several different mills, all of the sizing material in three mills, totalling 600,000 spindles, etc. We do not guarantee to sell any goods for any advertiser, but hardly a day passes that we are not able to help some advertiser get new business in a mill that he has never before sold.

To any concern which is trying to break into the textile industry, or trying to increase its business in the textile industry, we offer the advertising columns of the American Wool and Cotton Reporter with its strong editorial and circulation support and personal service.

Standard 7 x 10 Page **Established 1887**

Charter Member A. B. C.

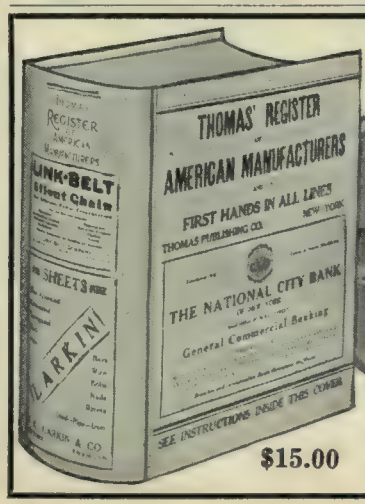
American Wool and Cotton Reporter

BENNETT SERVICE

Recognized Organ of the Great Textile Manufacturing Industries of America
The Oldest Textile Paper of Continuous Publication in the United States
Largest Circulation of any Textile Publication in United States

530 Atlantic Avenue
Boston

518 Johnston Bldg.
Charlotte, N. C.



$15.00

The one complete Buyers' Guide, 4300 pages, 9 x 12, aims to include all manufacturers, regardless of advertising patronage, but secures preferred attention for advertisers. The only one in the *"Paid" Circulation* class, the only *A.B.C. Member.*

THE BUYERS MASTER KEY
TO ALL AMERICAN SOURCES OF SUPPLY

Wanted, ordered, paid for and used by those important buyers in all lines which demand the best as a rule, they use it exclusively—substantial foreign circulation. More than 2000 advertisers—including many of the biggest manufacturers, financial institutions, etc.

Thomas Publishing Company, 461 Eighth Ave., New York

Telling It to the Boy Scouts

Here's Boys' Life in Camp—

A SCOUTMASTER sent us this photo to show us what happens in his camp when *Boys' Life* arrives. Even outdoor activity has to wait until the boys can look the issue over.

You can't lose when you advertise in a magazine with reader interest as intense as that found in *Boys' Life.* It is not only the official organ of the Boy Scouts of America, an organization with nearly 550,000 members, but it is also the Boy Scout's favorite magazine.

There is a tremendous market here for products that boys use. We will be glad to explain it. Write us.

BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

200 Fifth Ave. New York, N. Y. | Lincoln Bldg. Los Angeles, Cal. | 37 So. Wabash Ave. Chicago, Ill.

EXHIBIT OF NEWSPAPER ADVERTISING TYPOGRAPHY

June 1 to June 13

TWELFTH FLOOR OF THE NEW YORK TIMES ANNEX
229 WEST 43RD STREET

FROM 10 A.M. to 10 P.M., EXCEPTING SUNDAY

Specimens numbering nearly 600, entered for prizes offered by The New York Times for the best typography of an advertisement 100 lines deep by 3 columns wide, will be exhibited.

The public, especially printers, compositors, students, typographical experts and layout men invited.

country where your manager could not learn the language in two years. By language I mean the commercial language, not necessarily the native tongue. In Japan, for example, it would take a man at least ten years before he could possibly supervise credits or the ramifications of the holding companies and subsidiaries that control business. In India the commercial language is English and a knowledge of Hindustani or Urdu is not essential.

2. Do not open a branch in a country where the climate is so uncomfortable or unhealthy that life is unpleasant. You may have a man strong enough and willing to live in Bolivia or in New Guinea, but if anything happens to that manager you may never find anyone to replace him. For continuity it is much safer to have a connection with the best local managing agency firm that already has the staff and a high priced manager to carry on the work while you are trying to find a man to replace your specialist.

A good branch is better than a good agent if there is a big volume of business. On the other hand, a good agent is much better than a weak branch or an unprofitable branch.

McGraw-Hill Company, Inc.

Announces the appointment of A. P. Gumaer as business manager of the *Industrial Engineer* with headquarters in Chicago. He will be succeeded as New York State representative of the McGraw-Hill electrical publications by W. K. Beard, Jr., who will make his headquarters at Syracuse. C. W. Cleworth, assistant business manager of *Industrial Engineer*, will represent that publication in the Chicago territory, while J. M. Burns, former Chicago representative, will take over the Cleveland territory.

Donaldson Douglas

Has been elected treasurer and director of Vantine's, Inc., New York.

Advertising Calendar

JUNE 3-5—Ninth district convention, Associated Advertising Clubs of the World, Centerville, Iowa.

JUNE 4—Meeting of the New York Business Publishers' Association, Inc., Machinery Club, New York.

JUNE 8-10—Summer Convention of the Insurance Advertising Conference, Briarcliff Lodge, New York.

JULY 17-18 — Conference Better Business Bureaus of Pacific Coast, Seattle, Wash.

JULY 20-22 — Convention of the Pacific Coast Advertising Clubs (Twelfth District) at Seattle, Wash.

OCTOBER 12-13—Fifth district convention of Associated Advertising Clubs, Springfield, Mass.

OCTOBER 14-16 — Financial Advertisers' Association, Columbus, Ohio.

OCTOBER 28-30—Convention of the Direct Mail Advertising Association at Boston, Mass.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.

The l. d. c. i. A.

IT is one of the world's largest semi-secret societies—non-sectarian, non-political, but tremendously influential. It has never had a convention or common meeting, because no structure in the world is large enough to hold even its subscribing members. If each of them could visit you for only a half minute apiece in your office, the calls would consume your next three business years. Of every eight people in New York City, infants to octogenarians included, one is a subscribing member. In almost every other New York home is a subscribing member. These subscribing members have paid dues in excess of twenty-four million dollars in the last six years. They include all types of society, all ranges of income and represent a minimum two billion dollar market And there are thousands of associate, non-paying members besides. They wear no pins or badges, no visible identification marks. You can see them in small numbers only at certain places—newsstands. They are members of the *L*argest *D*aily *C*irculation *I*n *A*merica, readers of the News, New York's Picture Newspaper They number now about 900,000—the largest localized audience for advertisers in the world. You can do business with them daily through the tabloid pages of the News And the *largest* circulation in New York is available at the *lowest* cost! Get the facts.

25 Park Place, New York
Tribune Tower, Chicago

THE NEWS
New York's Picture Newspaper

The Great American Family of K-C

Advertising Agencies Know K-C Families are Good Buyers

Leading Advertising Agencies employ COLUMBIA Magazine as a means of directing the sales messages of their clients to that great and responsive K-C Family of America.

While the following is only a partial list, nevertheless it is representative of the splendid type of advertising counsel who have accorded COLUMBIA substantial recognition:

N. W. Ayer & Son
Barton, Durstine & Osborn, Inc.
Campbell-Ewald Company
The Dorland Agency, Inc.
Erwin, Wasey & Co., Ltd.
Evans & Barnhill, Inc.
Federal Advertising Agency, Inc.
Gundlach Advertising Company
H. B. Humphrey Company, Inc.
Lennen & Mitchell, Inc.
Thomas F. Logan, Inc.
Lord & Thomas
The Moss-Chase Company, Inc.
Newell-Emmett Company, Inc.
P. F. O'Keefe Advertising Agency, Inc.
Frank Presbrey Company, Inc.
The Procter & Collier Company
Ruthrauff & Ryan, Inc.
Sackheim & Scherman, Inc.
Sherman & Lebair, Inc.
Stewart-Davis Advertising Agency
Van Patten, Inc.

We are proud of the fact that organizations of this character have selected COLUMBIA for a part of the advertising funds which clients entrust to them for productive investment.

COLUMBIA

The Largest Catholic Magazine in the World

A National Monthly Published, Printed and Circulated by the Knights of Columbus

Net Circulation **763,978** Member of A. B. C.

D. J. GILLESPIE, Adv. Director
25 West 43rd Street
New York City

J. F. JENKINS, Western Manager
134 South La Salle Street
Chicago, Ill.

A *REAL* MARKET

600,000 young women who must buy both necessities and luxuries *somewhere*. The official Y. W. C. A. organization budget of $24,000,000 which will be spent. A *real* market!

Advertisers can reach the 600,000 young women, and the Y. W. C. A. secretaries who spend this budget by advertising in "The Womans Press."

They all read it.

The Womans Press

600 Lexington Avenue New York

Kitchen Route to Greater Sales

[CONTINUED FROM PAGE 32]

There is always a certain especially intelligent, alert group of consumers who are using your product in a wide range of ways, far above the average; and the important thing is to lift a greater percentage of your average users up to the consumption level of your small minority. More than that, you may lift even your intelligent minority's level of consumption to still higher points by securing technical home economics counsel to develop new suggestions for a greater variety of applications of use. There is an ever-growing body of women who are very alert to new ideas, and whom you have only to convince of a bright idea to get them to adopt it forthwith. This is not true, of course, of the great mass, who can be educated only slowly; but the educated minority is worth a great deal of attention.

"THREE-IN ONE OIL" is an example of a household product which has been exceedingly keen for vertical growth; offering prizes for new ideas for uses, and constantly educating the public through advertising as to the multi-various uses of its product.

But more particularly I refer to articles which are more or less fixed in the minds of people as good for only one or two uses, whereas there are in reality one, two or three other uses. I do not think it of great importance to discover a few more uses for Three-in-One Oil, to add to its already long list; but I do think it a big idea to educate women to use a disinfectant, let us say, for the ice box, the sick-room, scrub-pail and the bath tub, instead of merely for the toilet or the garbage pail. There is far too little per capita sale of disinfectant because of its narrow use. The same is true of antiseptics, of polishes, of paper towels, of linoleum—to mention a few incidentally—and a score of other house-furnishing articles.

In the food field there are a great many more examples, of course. Rice is not given its full possible variety on the menu, nor bread, nor crackers, nor cheese, nor flavoring extract, spices, cocoa, gelatine, cocoanut, salad oil, spaghetti and a long list of other foods. People get in a rut in the use of an article. They use it for one purpose and never for anything else, because it does not occur to them. Cranberries were once reserved only for two days of the year, for purely habit reason, until a use-broadening campaign was begun.

The American woman is red-ripe for education along use-broadening lines, because huge numbers of women have a longer family purse today than before the war. They can do more things, buy more things—and they are fascinated with the novelty of experiment.

A TYPICAL PICTURE

The production executive in the metal-working industries is forever on the hunt for the new idea in machinery or shop methods which will enable him to manufacture his product better, cheaper, or faster.

For 45 years his favorite "hunting ground" for such ideas has been in the editorial and advertising pages of each week's issue of—

American Machinist

A.B.C. *A McGraw-Hill Publication* A.B.P.

10th Avenue at 36th Street, New York

The

Book-Cadillac

DETROIT'S FINEST HOTEL

1200 Rooms with Bath $4 and up

475 Rooms at $4 and $5

Parlor Suites, $14, $16, $18, per day
Sample Rooms, $5 and $8 per day

THREE MAIN RESTAURANTS

Cafeteria Service in Coffee Shop on Ground Floor - 18 Shops and Broker's Office in Building

Special Luncheon Served Daily in English Grill and Blue Room $1.25

Dinner De Luxe in Blue Room and English Grill $2
(Except Sunday)

Club Breakfast, 85c and $1

THE BOOK-CADILLAC
HOTEL COMPANY - DETROIT
ROY CARRUTHERS, *President*

WASHINGTON BOULEVARD AT MICHIGAN AVENUE

ELECTRICAL
ANIMATED
AND
STILL

DISPLAYS for WINDOW, COUNTER, and EXHIBITS

Effective-Dignified
Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.
19 WEST 27TH ST. NEW YORK

GET THE 1925 RED BOOK

More than 6,000 names of wholesale grocers, semi-jobbers, and chain store operators in U. S. Financial size, branches, etc., designated.

$2.50 each, postpaid

Special prices on quantities.

THACKER GROCER DIRECTORY
Dept. AS, 33 W. Gay St., Columbus, Ohio

Advertisers are not all aware also that cooking knowledge and general household science has advanced much in the last dozen years, and that it is distinctly behind the times to neglect the increased knowledge of the day.

Certain types and kinds of cookery are also neglected because there is no educational advertising in operation. Deep-fat frying for instance, or casserole cookery, or home candy making, to mention a few at random. Pie-making is becoming a factory and restaurant proposition; whereas pie is the American man's first love. Few advertisers are stressing home-made pie. A great California fruit-growing association has had developed some new pie recipes which are to be featured in advertising; but this is but one kind of pie. Nobody else is at work boosting home-made pies. There ought to be a pie cookbook, for every woman ought to learn this broad path to a man's heart!

Every concern selling family food ought to be aware that he is dealing with an art and science, flexible and full of possibilities, and he should also realize that the domain of the kitchen is rather an alien land to men. Only women can fully grasp what women's needs and opportunities are. I find in very many instances that the typical man's point of view prevails; the "goods" is regarded as so much mere merchandise to be moved and distributed, without a real understanding of the situation *in the kitchen.* One reason why "Crisco" has been so splendid a success is because two years of experiment were made, even in the kitchen conditions of ignorant Southern negro women, to make sure not only that the article was adapted to women's needs, but that the literature and advertising about it were close to the average woman's understanding and need.

Real merchandising statesmanship will certainly take into account the fundamental factor of use-broadening, via the best knowledge of cookery and household science.

Charles L. French

For the past four years advertising representative of the *Saturday Evening Post* in Cleveland, Akron and Canton, has joined the executive staff of the Dunlap-Ward Advertising Company, Cleveland.

L. R. Alwood

Who until recently has been at the head of his own direct mail business in Chicago, has joined the creative staff of Seth Seiders, Inc., and Mather & Company, internal industrial advertisers, Chicago and New York.

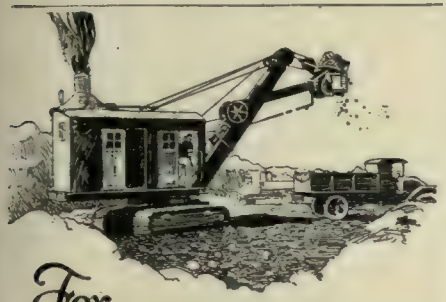
John H. Stumberg

Who has been connected with the production department of the New Orleans office of The Chambers Agency, Inc., has been appointed business manager of the New York office of that concern.

Recently Published

By J. B. LIPPINCOTT COMPANY, Philadelphia.—"Advertising Response," by H. M. Donovan, assisted by George Mitchell. The subhead, "a research into influences that increase sales," describes the book perfectly. The volume is the result of an investigation and study of 20,000 replies indicating the response of consumers to advertising. Basic principles are revealed on which sales have been successfully built up. Illustrated by charts; 171 pages; price, $2.

BY PUBLIC UTILITIES ADVERTISING ASSOCIATON.—"200 Representative Public Utility Advertisements." An attractive volume 13 in. x 15 in. in size, produced through the efforts of the "Better Copy" Committee of the Public Utilities Advertising Association,



For
Additional Pure Water

to meet the growing needs of the East Bay Cities

Half a million dollars, approximately, is the estimated cost of the large and modern filter plant which will insure the purity of the water delivered to the East Bay Cities through the Upper San Leandro Project.

Much of that sum of approximately half a million dollars will be invested in the settling basins. The excavating for these alone is a tremendous job. Imagine digging out the basement for a big building a whole block long, nearly half a block wide and fourteen feet deep. Yet that is but one small part of the work which the Company has undertaken on this Upper San Leandro Project—the whole cost of which will be approximately three million dollars.

Large as the Upper San Leandro Filter Plant is, plans have never-the-less been made for increasing its capacity with the greatest speed and efficiency should it be necessary in later years to filter additional water which may be stored in the Upper San Leandro Reservoir from an outside source.

[Call it a duty, or call it a privilege—the East Bay Water Company undertakes to expand its services as the East Bay District grows.]

East Bay Water Co.

DOMESTIC INDUSTRIAL

[THE LARGEST privately owned Water Company in the United States, with 98,300 water services, 1200 miles of pipe and serving approximately 140 square miles of territory.]

under the direction of Chairman Irving M. Tuteur. Contains 96 pages of advertisements which have been carefully selected from several thousand submitted. Printed in two colors by the offset process. The majority of the advertisements reproduced are devoted to public relations. They present an imposing array of the best good will advertising of the year and should prove a great stimulus to better copy production. The sample reproduced is typical. Price $5.

BY THE NEW YORK SUN—"Department Store Advertising in New York." Contains a chart and statistics showing the amounts of advertising by agate lines which was inserted by eighteen Manhattan department stores in nine New York morning, evening and Sunday newspapers during 1924.

L. I. THOMAS

for 10 years
in Editorial charge of
"FACTORY"

NOW WITH

INDUSTRIAL POWER

The acquisition of Mr. Thomas equips INDUSTRIAL POWER better than ever to serve its large list of readers and its increasing number of satisfied advertising patrons.

WOODWORKING machinery manufacturers of consequence advertise month after month, year after year, in *The Furniture Manufacturer and Artisan.*

Their advertising investment has returned to them in sales many times over—

BECAUSE:

—*This is the only A.B.C. audited journal published that is devoted to the furniture manufacturing industry.*

—*It has served its readers for 45 years—an indication as to reader-interest you may obtain.*

—*You will find it in nearly every worth-while furniture factory in the United States. It literally blankets its field.*

There are other reasons, too. Your letter will bring you rate cards and other data you desire. May we send them?

The Furniture
Manufacturer & Artisan
GRAND RAPIDS, MICHIGAN
A. B. C. A. B. P.

The Erie Trust

Many of Erie's business institutions are old in point of years, but nevertheless young and progressive. Take the Erie Trust Co. for example, founded in 1866 and a staunch "old" institution.

They are erecting a fourteen-story banking and office building on one of Erie's busiest corners. Truly startling evidence that Erie's business institutions are progressive.

The Dispatch-Herald read by Erie business men and women will put you in touch with these progressive people.

THE DISPATCH-HERALD

CHAS. H. EDDY & COMPANY
National Advertising Representatives
New York Chicago Boston

In Sharper Focus

W. P. Werheim

By Himself

A FEW months ago I actually met a man from Tippecanoe. He admitted he came from Tippecanoe. In fact, he was born there. So was I —Tippecanoe, Ohio—but I didn't know anyone else was, as I left there when so young that I have no recollections of it and never was really sure that there was such a place 'til this chap came along and proved it.

I traded four years for a wonderful time and an A. B. in 1905 from Wittenberg College, Springfield, Ohio—out there "in the West, the great wide open spaces," as E. D. Gibbs says.

My only pastime, if you can call it that—is golf—listening to yesterday's

game played around the lunch table. There ought to be a law against it. Like Maurice Switzer, I too am "the only man connected with advertising who does not play golf." Unlike Mr. Switzer, I ride no horses or hobby.

Have one wife, one son and one dog.

There is only one "special achievement" or honor I do claim, and that is the discovery of Tim Thrift. Most discoverers do something with their discoveries, but I never could do anything with Tim. Tim never needed any help. I'll tell you more of the story that Tim merely touched on in a recent issue of ADVERTISING AND SELLING FORTNIGHTLY.

I had long loved the smell of printers' ink. During my first year at Wittenberg I wrote and printed on a little hand press, one page at a time, what was in those days, and I believe is still known, as an "amateur paper." I found there were people all over the country doing the same thing and my circulation consisted largely of exchanges with these other embryo authors, publishers and advertising men. One day I received in the mail a copy of the "Lucky Dog," from Bellefontaine, Ohio (sounds better'n Tippecanoe), "Tim Thrift, Editor, Publisher, Printer," etc. And it was some "Dog!" But who was this fellow Thrift? I saw he was already cutting a wide swath.

A few letters ripened into a direct mail friendship and later I received formal announcement from Tim that he was coming to Wittenberg the next fall, "Lucky Dog," printing press 'n all. At last I would actually meet another fellow who cared about some of the things I cared about! Though about my own age, Tim had a much longer and broader experience as an editor, publisher and printer, and he gave me a lot of advice about them, some of which was good. He also sold me some old type he couldn't use any more. I *had* to use it—he had my money!

Tim was a distinguished fellow even in those days—he was the only man in school who lived in the girls' dormitory —it's a long story.

Tim was determined to be a regular writer and broke away from the shackles of education earlier than I, to take a job as a reporter on a Cleveland newspaper. I kept in touch with him and by the time I was through school he was well on the road to success in the advertising department of The Sherwin-Williams Company of Cleveland.

As I needed a job and wanted to get into advertising, I went to Cleveland to give Tim the opportunity to get me one with his company. After a lot of clever work (on my part), Tim got me a job in the order department, and Stanley Baldwin (now advertising manager of the Willard Storage Battery Company), who then had charge of the printing of the S-W Company, hired me away from the order department to assist him; just in time to save me from being fired right out into the cold hard world. Tim was editor of several house organs—

But why should I be giving Tim Thrift this free write-up? Didn't he have one of his own in this same publication, just a few weeks ago? I was supposed to talk about me. Tim has had enough publicity in one lifetime without my help, and Stanley is so modest that he will be glad I'm forced to go back to my subject.

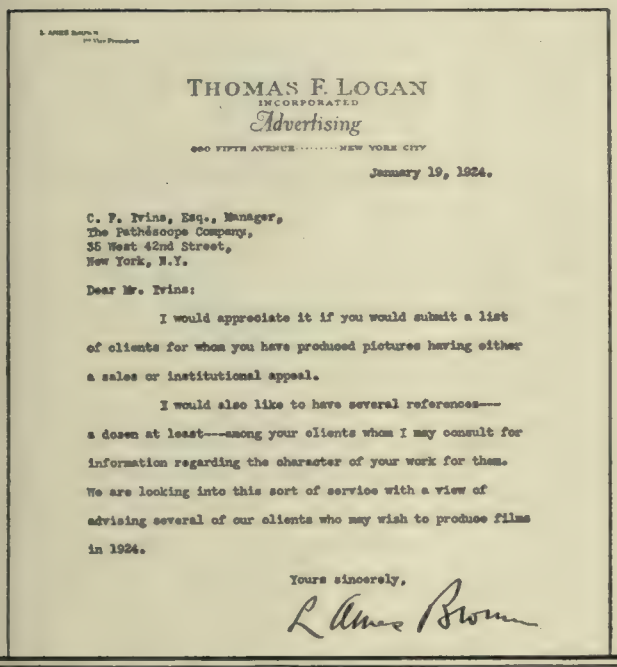
After I had been with The Sherwin-Williams Company one year, I came to Pratt & Lambert, Inc., Buffalo, N. Y., as advertising manager July 15, 1907, and have continuously held this one position for nearly eighteen years. In August, 1923, the management was kind enough to make me a director of the company.

In the accompanying photograph you will see Tim Thrift on the left and Stanley Baldwin in the center. What's left, is me. This was taken in Atlantic City when we were spending our money foolishly. I believe Tim paid for the picture. But I wouldn't swear to that—perhaps it was Stanley.

Another Pathescope Business Film is described here

"THE HERITAGE OF JUPITER"

and how it came to be a PATHÉSCOPE production



THOMAS F. LOGAN
INCORPORATED
Advertising
600 FIFTH AVENUE ..... NEW YORK CITY

January 19, 1924.

C. F. Ivins, Esq., Manager,
The Pathéscope Company,
35 West 42nd Street,
New York, N.Y.

Dear Mr. Ivins:

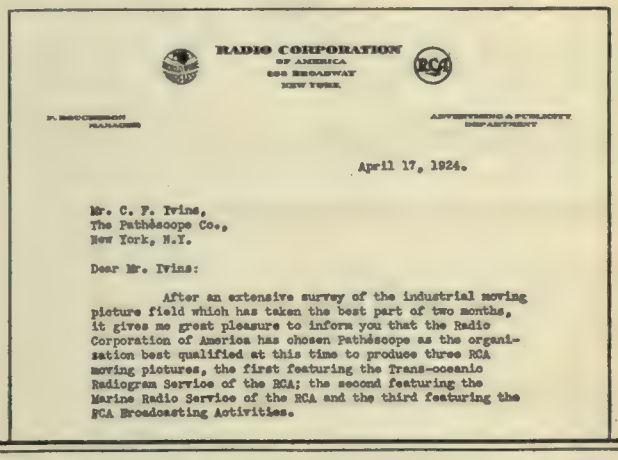
I would appreciate it if you would submit a list of clients for whom you have produced pictures having either a sales or institutional appeal.

I would also like to have several references---a dozen at least---among your clients whom I may consult for information regarding the character of your work for them. We are looking into this sort of service with a view of advising several of our clients who may wish to produce films in 1924.

Yours sincerely,

L. Ames Brown

THE Radio Corporation of America recognized the value of Industrial Motion Pictures as a selling force. The problem was, *"What organization is best qualified by experience, ability and stability to produce our films?"* Naturally, RCA instructed its advertising counsel to *get the facts.*



RADIO CORPORATION
OF AMERICA
233 BROADWAY
NEW YORK

P. McCUSHEON
MANAGER

ADVERTISING & PUBLICITY
DEPARTMENT

April 17, 1924.

Mr. C. F. Ivins,
The Pathéscope Co.,
New York, N.Y.

Dear Mr. Ivins:

After an extensive survey of the industrial moving picture field which has taken the best part of two months, it gives me great pleasure to inform you that the Radio Corporation of America has chosen Pathéscope as the organization best qualified at this time to produce three RCA moving pictures, the first featuring the Trans-oceanic Radiogram Service of the RCA; the second featuring the Marine Radio Service of the RCA and the third featuring the RCA Broadcasting Activities.

As part of a thorough investigation the advertising agency made of the industrial motion picture field, we were asked to submit the evidence of our ability, and the names of at least twelve of our clients whom the agency could consult.

Just three months later this verdict was rendered: the Pathéscope Company was chosen "as the organization best qualified." Our clients are won, not on sentiment, personal prestige or good-fellowship, but on our sheer ability to produce films of salesmanlike qualities.

Some of the other notable clients we have served

ENGINEERING AND MECHANICAL

Alpha Portland Cement Company
American Brass Company
A. M. Byers Company
General Electric Company
Linde Air Products Company
Lock Joint Pipe Company
Mosler Safe Company
National Slate Association
National Tube Co.
Okonite Company
Otis Elevator Company
Plymouth Cordage Company
Reading Iron Company
Robins Conveying Belt Company
John A. Roebling Company
Chas. A. Schieren Company
Tide Water Oil Sales Corporation
U. S. Cast Iron Pipe & F'dry Co.
Westinghouse Lamp Company

FOOD PRODUCTS

Franklin Baker Company (Coconut)
E. F. Drew & Company (Spredit)
Frontenac Breweries Ltd., Canada
Hills Bros. (Dromedary Dates)
C. F. Mueller Company (Macaroni)
Seaboard Rice Milling Co. (Comet Rice)

PUBLIC UTILITIES, TRANSPORTATION AND COMMUNICATIONS

American Gas & Electric Company
Atlantic City Electric Company
Commercial Cable Company
International Mercantile Marine
Ohio Power Company
Postal Telegraph Company
Radio Corporation of America
United Light & Power Company
Chattanooga Gas Company

TEXTILES

Bigelow-Hartford Carpet Company
Boston Woven Hose & Rubber Co.
The Standard Textile Products Co.
U. S. Finishing Company

MISCELLANEOUS

Brooklyn Commercial Body Co.
Colgate & Company
Foamite-Childs Corporation
Kirkman & Sons
McGraw-Hill Company
Owens Bottle Company
Charity, College and Community activities

We invite an opportunity to show, either at your office or the Pathéscope Salon, what we have done for others in your industry, and what we can do for you.

INDUSTRIAL FILM DIVISION

THE PATHÉSCOPE CO. OF AMERICA, Inc.

Suite 1829, Aeolian Building .. 35 West 42nd Street, New York

MEMBER ASSOC. MFRS. SAFETY STANDARD FILMS & PROJECTORS

The quality of the summer circulation of our six programs is unchanged—

But—

playgoers who read our summer editions are more frequently from out-of-town (on their way to Bar Harbor— or Southampton, or some cool elsewhere).

They (our readers) stop over a few days in New York to buy this, to order that— and to attend the much-discussed plays produced at the new Guild,

the old Garrick, the 52nd Street, the Greenwich Village, the Provincetown or the Neighborhood—

Summer readers— Summer playgoers (All are buyers.)

For reservations address
C. P. Lathrop, Garrick Theatre
65 West 35th St., New York City

Ninety thousand discriminating playgoers monthly

A trading zone of more than 300,000 population.

SOUTH BEND NEWS-TIMES

Daily and Sunday

Lorenzen & Thompson, Inc.

National Representatives

New York

Chicago **San Francisco**

Cooperation Rather Than Criticism

[CONTINUED FROM PAGE 26]

selling efforts must be confined to productive sources of profit which may mean the elimination of many retail outlets, just as events are wiping out or reconstructing jobbers—but the distributing fabric could afford to be shrunk appreciably.

AND in the doing of this we must eliminate all advertising class hatred. There must be a breaking down of advertising method class barriers. The customer's proposition must be considered, complete, from the mill to the consumer, and in this consideration the different divisions of advertising, business papers, newspapers, magazines, billboards or direct by mail must automatically and naturally take their place in the scheme of things.

I know of no complete way of meeting the situation, except that we advertising agents and business papers pool our resources to find the answer. Why isn't it a perfectly logical thing that we take Secretary Hoover's dare and cooperate to face these problems of marketing and distribution together?

Better advertising is the outward and visible sign of a better conducted business. By advertising I mean anything that affects the reputation of a business. It includes the message which salesmen carry; it includes the dress and performance of the product; it includes the method of handling, billing and other things affecting trade relations. In fact, advertising includes everything that has anything to do with the reputation of the business.

Since it is not confined to the printed word, it comes about that the essential service of an advertising agent is broader than the mere preparation of advertising, and the business paper's function is broader than the mere getting of contracts and publishing of the advertising.

The advertising agent's true function is as business counselor concerned deeply with everything that affects the reputation of the business, and the business paper's job is not less than this.

There is nothing mysterious in the conduct of a well-run advertising agency. Agents are not magicians—they do not attain results by legerdemain. They are not a people far removed from organized business society—they are not bloated bondholders remote on the other side of some mythical fence from you good business paper people. They are hard-working men, trying to do as best they can a hard job.

Most of you business papers, I feel, are the same in purpose as we agents. You are hard workers. There are just as many bloated bondholders among you as among us. You are clear-headed business men doing more every time than is necessary to get by. Your aims are high; you want them higher. Your problems are our problems. Your work runs parallel to our work. You are in the picture; so are we. We are in a picture; so are you.

Then why shouldn't we work together? We have or ought to have the same fundamental aim—to produce more sales—better sales—through advertising.

May I suggest in passing that the agent can sometimes help you business papers even at your own job. The agent has the advantage of an outside as well as an inside point of view on manufacturing methods and sales or advertising practice.

This working together has the advantage of producing a double "outside viewpoint." The outside viewpoint of the agent and the business paper on the customer's problem—both coming from a little different angle. To illustrate what I mean—

ONCE there was a man named Cockrell — Tom Cockrell — he's dead now. Tom was a good advertising man —a great one to get down to fundamentals and a great believer in the outside point of view. One day some twenty years ago he was trying to persuade a grocer named Callahan to employ his services. In the middle of the interview Mr. Callahan was called to the phone. When he returned, Tom said, "Mr. Callahan, doesn't the constant gnawing of the rats under this floor disturb you?" "No," said the grocer, "I've heard them so long that I don't notice them any more." "That's just it," said Tom. "But have you thought that perhaps rats of mismanagement have been eating into the vitals of your business so long that only an outsider like myself can detect them? That's why you need me."

You business papers should be, and in many cases are, the agent's natural source of information. Now the usual way an agent seeks information from the business press is to write—sometimes great big long letters—sometimes great big long questionnaires.

I think the questionnaire and the questionnaire letter should be used sparingly. I consider that they should be supplementary to a broader action by the agent. I believe there should be more conferences, more easy consulting of individuals in agencies with individuals in the business press.

There is all the difference in the world. The one is a stilted restricted

It is our belief that every manufacturer who has reached the point of becoming a national advertiser knows his trade and what must be done to get his goods into a retail store.

It is our belief, based upon long experience, that we know how to get them out.

CALKINS & HOLDEN, INC. 247 PARK AVENUE, NEW YORK CITY

"WHO IS THIS FELLOW?"

He's a SUCCESSFUL MAN—A canvass of 22 Rotary clubs scattered throughout the United States resulted in the following information with reference to business failures among Rotarians.

These clubs have a total membership of 4,475, or an average of 203 9/22 members per club. Total failures reported in a period of five years were 30. Of this number, 19 had reorganized and reengaged in business and made a success, so that the net number of absolute failures was only 11 out of 4,475 over a five-year period.

Out of the 22 clubs 11—or one-half—reported absolutely no failures. This is a fair indication for the entire circulation.

He's a fellow worth talking to.

Advertising Manager:
Frank R. Jennings
221 East 20th Street, Chicago

THE ROTARIAN
The Magazine of Service

Eastern Representatives:
Constantine & Jackson
7 W. 16th St., New York

Pacific Coast Representatives: Blanchard-Nichols-Coleman San Francisco, Los Angeles, Seattle
Cincinnati: O. A. Q. Gordon, 28 Pickering Bldg.

Member Audit Bureau of Circulations

When You Come into Mississippi

Don't overlook the Mississippi Coast, now the most prosperous section of the State.

There has been recently an enormous rise in property values here—a much-quickened real estate market, and a resulting increase in the money being spent for the luxuries and essentials of life.

For many years a flourishing and prosperous locality, the Mississippi Coast is now an unusually promising field for what you have to sell. The medium which reaches most of these people is the Daily Herald. It is published in their midst and enters practically every home. The Daily Herald will bring you results.

THE DAILY HERALD

BILOXI MISSISSIPPI GULFPORT

Geo. W. Wilkes' Sons, Publishers

BOOT AND SHOE RECORDER

BOSTON

"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 13,423 copies weekly. (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

SELL BY DIRECT-MAIL ADVERTISING

"Anything that can be sold can be sold by mail"

Back up your salesmen. Sell small, isolated towns without salesmen. With *one letter* a merchant sold $63,393.00 in 10 days; a retailer sold $22,896.20 in 30 days. Send 25c for a copy of POSTAGE Magazine and actual copies of these two letters. If you sell, you need POSTAGE. Tells how to write result getting letters, folders, booklets, house magazines. $2 a year for 12 numbers full of usable cashable selling ideas.

POSTAGE, 18 E. 18th St., New York City

BUILDING AGE and The BUILDERS' JOURNAL

Subscribers have proven purchasing power of nearly two billion dollars yearly. Reaches contractors, builders, architects, etc., of known responsibility. Published monthly for 46 years. Member A. B. C. and A. B. P.

239 West 39th St., New York; First National Bank Building, Chicago; 320 Market St., San Francisco.

THE JEWELERS' CIRCULAR, New York, has for many years published more advertising than have seven other jewelry journals combined.

inquiry along definite lines; the other is a give-and-take development between one man who has general equipment with another who has special equipment.

In one you get only the husk of the situation; in the other you get "the feel," the atmosphere, the real situation.

When we send in the cut and dried questionnaire, we have no opportunity of repaying the business paper except by a polite note: "We certainly are obliged to you for the information furnished. Hoping some day to be in a position to reciprocate, we are."

That's about as far as we can go. And in that last sentence is an implied promise that the paper is going to get the business—a basis of trouble, if the order is not forthcoming.

WE agents should keep in touch with business papers and the business papers should keep in constant touch with us if only to keep up-to-date and to be constantly revising and reconstructing and developing to the ever-moving panorama I have depicted. While both the problems of today are not the problems of yesterday what was good enough for yesterday is not necessarily good enough for today. He is growing old in his business if he is contented with "We did this way in 1924, therefore we have a safe platform for 1925."

I have a tremendous faith of growth in strength of practice. I believe thoroughly that if this practice of conferring between agents and business papers became a habit, that the business papers will give constantly increasingly better stuff to the agents, the agents will constantly contribute more valuable help to the business paper—and that the manufacturing program, the sales and merchandising plan and the advertising will thereby immensely improve.

To turn to business papers for a moment—

This is a tremendous responsibility I have placed on you. Give us perfunctorily of what you've got and you court disaster. Steer us wrong, and it is better that we never met you. Pretend you've got something you haven't got and murder will out to your complete undoing. Give us clerks to talk to when the situation demands your best brains, and we will treat you with the lightness you well deserve.

Come to us spontaneously once in a while. And when we are doing something with which you don't agree, don't tell us how insanely we are planning. It's just as easy to say, "Have you thought of this?" or "We have gone into this pretty deeply and found out some things which should be interesting to you," as it is to "You're all wrong—you're heading for the rocks."

If you feel failure is ahead, think a minute. Don't simply bawl us out. Don't judge what you see as all there is to the proposition. If the campaign fails, if the scheme falls through, the cost of failure will have to be charged

to distribution, and you are hit indirectly as well as the agent and the manufacturer.

So help—don't scold. Act to construct—never to destroy.

Now let us put our cards on the table. What have we both got that we can give each other which will make both of us better workmen and our product a better product, backed by a better manufacturing sales and distribution program?

On the agent's side are organizations which see their job and are equipped to do it—business counselors who desire to make a complete job, who sometimes don't appreciate that the complete job means just that and who undoubtedly do not always (I have gone into the reasons why often enough) automatically bring up into their minds you business papers as a part of the picture.

On the business paper side you have institutions which have lived by being of use in the industry they represent, insisting among yourselves that your editorial aim is to strive constantly for better things—gun shy of agents, some of you, but not all. There are many of you who can give the "sense" of practically any situation in your industry, and any agent, if he knows how to go about it can, without fail, get stuff which will at least improve anything the agent can get independently.

Again I say it is the logical thing that these two groups work together.

And let me predict that this combining of our efforts in all good nature, frankness and earnestness will take away a more or less definite clash in our relations and will make both of our day's work a little brighter, a bit more interesting, with a great deal more fun in it and in a larger way will make this profession of advertising a little better and a little happier profession in which to work.

Charles C. Green Advertising Agency, Inc.

Will direct advertising for the Standard Oiled Clothing Company, for the Excello Company, New York, manufacturers of Standard Student Slickers.

M. V. Wieland

For a number of years manager of national advertising of the *Chicago Herald and Examiner*, has become associated with the Mitchell-Faust Advertising Company, same city.

Cohn-Hall-Marx Company

Of New York, cotton converters, are placing their advertising through Hommann, Tarcher & Cornell, same city.

McJunkin Advertising Company

Chicago, will direct advertising for George F. Nixon & Company, suburban real estate developers, same city.

Lucien M. Brouillette

Chicago, will act as advertising counsel for the Swanberg Manufacturing Company, makers of pencils.

An Exhibition Of Modern British Posters

From the Collections of H. L. Sparks and F. C. Kendall

BROOKLYN MUSEUM

Eastern Parkway and Washington Avenue

May 10 to June 9

Week days 9 to 5, Sundays 2 to 6, Mondays and Tuesdays Admission 25 cents. Other days Free.

Broadway-Seventh Avenue and Lexington Avenue Subways to "Eastern Parkway—Brooklyn Museum" Station.

CHALFONTE-HADDON HALL

ATLANTIC CITY

Fall and Winter Outdoors.

GOLF
RIDING
ON THE BEACH
BOARDWALK
ACTIVITIES
AVIATION

Every season of the year is enjoyable at these two delightful hotels on the Boardwalk. During the winter of December, 1923, January and February, 1924, they entertained an average of 598 guests *each day.* Whether you take time off in Winter or Summer, Spring or Autumn, you will always find healthful recreation and rest at hospitable, home-like Chalfonte-Haddon Hall.

American plan only. Always open.
Illustrated folder and rates on request.

LEEDS and LIPPINCOTT COMPANY

On the Beach and the Boardwalk
In the very center of things

LUMBERMEN

offer power plant equipment and mill accessory firms; building material and truck manufacturers a big sales field. For surveys ask

American Lumberman

Est. 1873 CHICAGO, ILL.

Bakers Weekly A.B.C.-A.B.P. New York City

NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.

Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

fred'k Lowenheim

Conducts a personal art service for users of advertising illustrations

Black & White
Color
Wash-Oil
Dry Brush

226 West 47th Street
NEW YORK CITY

Call Chickering 8880

Overdone Engineering

[CONTINUED FROM PAGE 17]

by forcing his personal whims on an obstinate public.

In my whole-hearted opinion most manufacturers who are selling to industry should go out into the field and view their product through the eyes of the market. If they do a thorough job of it, they will find some peculiar and enlightening things. Almost invariably they will find that some of their products should become "stop patterns." Often they will find that some of the features that they considered the strongest selling appeals are actually the subjects of ridicule. This was the case when a mechanical blower manufacturer asked some of his salesmen about a special bearing that had been conspicuously featured in his advertising. The boys had been too considerate to tell the truth to the boss until he put it squarely up to them. Then the long pent up flood of criticism broke loose and ruined a half-year's advertising appropriation.

OR perhaps you will find, as one manufacturer of motors found, that your product is not as well painted as your competitor's. Yes, engineers like to look at cross sections and listen to engineering dissertations, but here was a case where outward appearance did a lot of talking to engineers, and the increased sales resulting from a better finish made an amazing showing. Appearance is a powerful factor, even in selling the most technical class of men. A machine may *be* rugged, but unless it *looks* rugged, the sales resistance is enormous. Manufacturers of equipment sold to industry could profitably follow the lead of the automobile manufacturer in this matter of looks.

The tendency to overdo engineering is by no means confined to smaller manufacturers. One great industry—an industry that should have a rosy future—is today a striking example of it. The source of my information, although entirely authentic, is in an ethical sense confidential, so I will not venture to describe the product specifically.

Eight manufacturers have gone after the business offered in this particular field. Three of them have unquestionably become victims of overdone engineering. That is to say, they have overlooked the immediate market presented by small plants that can be easily classified and aggressively cultivated. And they have fallen into engineering day dreams about enormous units that the industrial world is not ready to accept.

One manufacturer started with the market. He found what the men who were to operate the equipment wanted; what was most salable to the consulting engineer; what markets were the most easily reached; what size units were required in these fields; how to produce these economically; what selling plan was suited to such markets.

"This new mill of Willow & Garing," said the President of the Big Store to the vice-president in charge of purchasing, "wants to do business with us. They sell hangings, tapestries, and such things."

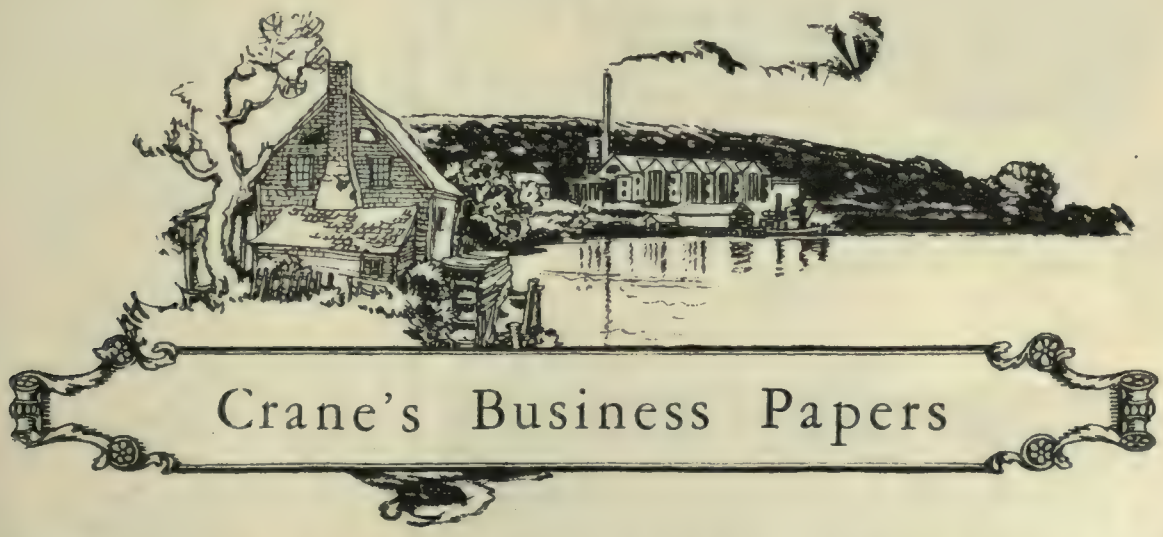
"Yes—I know. I saw the letter. What do you think?"

"Well—I notice that they have a real sense of quality, good taste, and imagination. That ought to mean something in such a line as fabrics for upholstery, hangings, and so forth."

"Where do you read that, Mr. Parsons—between the lines?"

"Better call it reading *behind the lines,*" replied the senior executive. "I read that in the quality of the letter paper. And the head is strikingly attractive and tasteful. Yes," the President drummed thoughtfully on his desk, "I am very favorably impressed. If this letter represents the mental attitude of the firm of Willow & Garing toward their own products, it is a house, other things being equal, that I should like to have supply materials involving a real sense of quality, good taste and imagination."

Paper does play its part in the presentation of a firm's claim for business, a quiet, subtle, unassertive part, which adds its confirmation to the other methods of appraising its desirability.



CRANE & COMPANY, INC., DALTON, MASSACHUSETTS

Recently, when this manufacturer's sales figure was first published, competition found that with little or no money spent in advertising or selling effort, it was equal to the combined total of the entire industry. The competitors are still wondering how all this was done without theatrical effects. And the formula is simply *starting with the market and cutting both the product and selling campaign to fit it.*

SO much for overdone engineering—the thing that will presage the failure of any selling campaign before it is started. Now let us assume that the engineering has been properly directed—that the product has been made acceptable. How can the actual selling campaign profit by the example of merchandising methods employed in selling to the general public?

In the first place, your advertising and selling campaign (they should always be considered together) can show the courage of your convictions based on market analysis. It can show why the lines that you have dropped are not necessary—why a general purpose device can take the place of special purpose devices. It can stimulate into action the tendencies that your analysis has shown to require only a little stimulation. If your product is a common sense creation, your advertising will have a practical tone about it that cannot fail to *convince.*

Secondly, you should frequently stand aside from your advertising and make sure that it, too, is not the victim of overdone engineering. Technical "reason-why" is admittedly an essential element of industrial advertising, but in many cases there is another element — merchandising element — that can be used to advantage.

This is well illustrated by the campaign of an industrial recording instrument manufacturer. For years this manufacturer had advertised the product on a basis of its inherent merit. There were a number of exclusive features that had been played up consistently, but simply as features and never with specific reference to their part in the general *scheme* of plant operation. Whereupon the advertising manager detached himself from the strictly mechanical advantages long enough to discover that the device might be taken out of competition by selling a system of factory records that could be produced only by an instrument having the features that were found exclusively in this device.

The advertising was immediately directed to selling the systems of records, and the device was introduced merely as an essential tool of the system. More inquiries, easier entree for the salesmen, more general interest in the device, were the immediate results.

There are many instances of the merchandising element being used successfully in industrial advertising—but not as many as there *could* be. There is the Vacuum Oil Company's "lubrication audit," for example. How many industrial advertisers could sell a plan like

this or of a similar nature? Almost every product sold to industry is part of a method or system. Can you sell your product by selling the system?

Before starting a new campaign or continuing an old one, it seems to me that these questions should be satisfactorily answered:

How many models or types can be eliminated from the line? What products could be added that would make the salesmen's calls more valuable? Is there any system, or method of which the product is an essential part, that could be used to arouse interest and open the door to new markets? Are there any fields where a time payment plan or a rental-until-paid-for-out-of-economies plan is necessary to secure maximum sales? How effectively is the advertising being sold to the salesmen, jobbers, agents, branch managers? What would coupons be worth in determining the effectiveness of the selling appeal used? What would be the effect of quoting prices in the advertising? What human interest appeal could be made through non-technical booklets directed to general management and executives? Does every advertisement leave the prospect with some definite idea of just what his next step should be in finding out more about the product?

Each of these questions has a number of corollaries that will at once suggest themselves when you get on the outside of your plant and look in.

James M. Thornton

Formerly of the James M. Thornton Company, has joined the staff of *The Nation's Business*, for which publication he will open and operate a Detroit office.

Street & Finney

New York, will direct advertising for Samuel Buckley & Company, same city, importers of the Henley-England golf ball.

Smith-Paulson Advertising Service, Inc.

Chicago, announces the removal of its offices to Tribune Tower. John C. Healy has joined the organization as account executive, and Robert Gordon Risley as service executive.

Hugh Kendall Boice

Has been elected vice-president of the George L. Dyer Company, New York, to succeed W. C. Cook, who has been made vice-president and general manager of the American Thermos Bottle Company.

E. V. Wooster

Formerly with the H. W. Gossard Company, Chicago, has been appointed advertising manager of the Orange-Crush Company, same city.

H. A. Morrison

Formerly district manager of the U. S. Light and Heat Corporation, has joined the Chicago office of the Simmons-Boardman Publishing Company.

Carrying the Latest Word to power plant men

PHILO Station, established an economy record "far beyond that which is usually obtained."

Engineers say that the Philo Station, described in June 1 Power Plant Engineering, is "the last word in economy."

To its editors, who watch developments through the world and plan articles for months ahead, the "last word" can never be spoken on power plant progress.

Power Plant Engineering serves the leaders in the field in which the costs have been reduced, while the costs in many other fields have doubled.

And each issue carries the latest word of engineering achievements in plant construction, operation, machinery and equipment.

Power Plant Engineering's advertisers command the liveliest of reader interest. They share in a market of most rapid and substantial growth.

Distinctive Features of Power Plant Engineering

1. A record of 29 years' continuous service to the power plant field.
2. Covers every phase of power plant installation and operation with authoritative information.
3. Its entire organization is devoted exclusively to this one publication.
4. Frequency of issue that is effective and economical for reader and advertiser—published on the 1st and 15th of each month.
5. The power plant guide in 35 leading industries.

POWER PLANT ENGINEERING

A. B. P. 537 So. Dearborn St., Chicago, Ill. A. B. C.

Reduce Your Engraving Costs

NO LINE DRAWING *NO SCREEN* *NO ETCHING*

We make line cuts DIRECT from halftone copies, merchandise, or clippings.

Direct Line Cut Electrotypes

Cost (one third) less

than electrotypes made from halftones, or Bendays of same size.

Send your dummy for Estimates: No extra charge for our Ben Day effects; or (Reversed Positive) cuts

FIELD & BEATTIE, Inc.

Over One Third of a Century on Fulton Street

Two Blocks WEST of Broadway

227 FULTON STREET NEW YORK CITY

Printed from electrotype of DIRECT LINE CUT furnished for A. Schrader's Son, Inc., full page ad in Saturday Evening Post, Dec. 6, 1924.

Adv. Copyright 1925

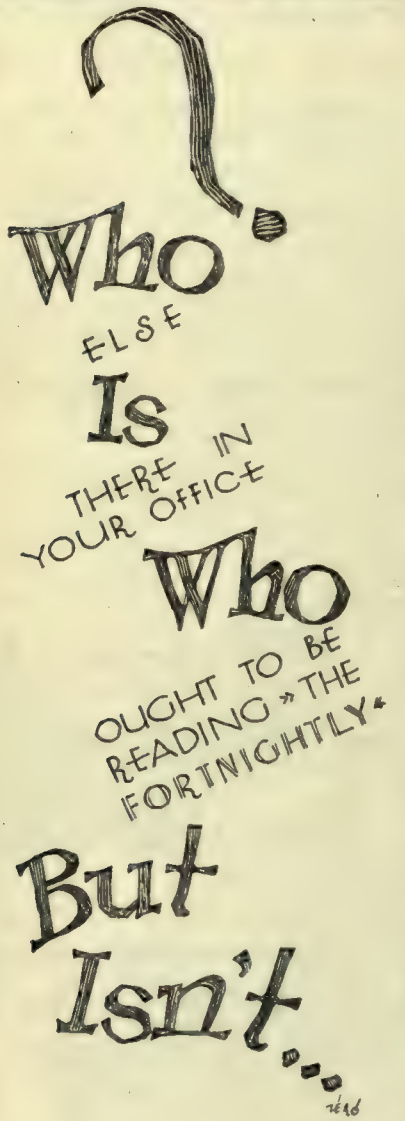
☐ Enclosed find trial order.
☐ I am interested in Direct Line cuts. Send particulars without obligation.

Attention of .....

Name .....

Address .....

City .....



Gently place a pen in his hand and point your fore-finger below

ADVERTISING AND SELLING FORTNIGHTLY,
9 East 38th Street,
New York, N. Y.

Enter my subscription for one year (26 issues) at $3.00 (two years for $5.00).
Send me bill after I receive the first issue.

Position
Name
Company
City
Address
State

Campbell Success Based on Consistency

By John T. Dorrance

President, Campbell Soup Company

IF there is any one word to sum up the advertising aim of the Campbell Soup Company, that word is "consistency." Although we would not be so presumptuous as to lay claim to any infallible method to open the door of advertising success, there are certain principles which may be deduced from our experience.

We can, of course, speak only of our own business. Conditions differ in different commercial fields. Our purposes and our methods may or may not apply to the problems confronting other manufacturers. That decision must rest solely on the judgment of the management of the individual enterprise.

What was our problem? In 1897 the company, then known as the Joseph Campbell Co., manufactured more than two hundred separate and distinct articles, requiring a multiplicity of containers, labels, manufacturing processes and selling costs. Condensed soup was not among them. The company faced a deficit each year.

When the present management assumed control, the condensed soup idea was launched, the other items were sloughed off as rapidly as possible, and today only soup and beans are manufactured. All unprofitable overhead was eliminated and selling effort was concentrated.

The condensed soup idea was totally new. Some canned soup, not condensed, was on the market, but the American people were not yet educated to a proper appreciation of the enjoyment and benefits of soup.

First, we made soup of such a quality that everybody would want it—indeed, would be proud to have it on their table. Then we priced it so everybody could buy it. Then we initiated an intensive, consistent, persistent advertising campaign to educate people to eat soup. That campaign, small at first, has grown steadily in scope of influence, in power of appeal, and it will continue so to grow upon the same fundamental policy which conceived and launched it.

Why is that policy consistent? Because it is predicated on the belief that once you make a specific group of magazine readers the objective of your campaign, the thing to do is to pursue that objective intensively, and with ever-increasing advertising pressure.

Say that a certain magazine has a million readers considered by Campbell's to be probable buyers of soup. Once the decision is made after careful consideration and investigation, that million-group becomes one of the Campbell markets. Campbell's never let go of that specific market. Every issue of the magazine that reaches it contains the full page Campbell's message. And it will continue to carry that message so long as the magazine holds its public intact.

In other words, there is no "in-and-out" maneuvering. Specific groups of the country's population are singled out as Campbell's markets and cultivated with the maximum of concentrated advertising drive. No side issues are allowed to deflect the main stream.

Not only is each group never permitted to pick up a magazine without seeing a Campbell's message, but it will also find it every time in the same position in the magazine—the first advertisement following the main body of the editorial contents. We select our market and "go for it" consistently.

At first our advertisements appeared in black and white. In line with our policy never to relinquish either a market or our hold upon it, but on the contrary, to appeal to it with increasing vividness and power, striking color effects have been introduced—some in two colors, many in full colors. It is our belief that a market is never completely "sold," at least for most products, and that you make more money by persisting in selling probable markets than in costly ventures and experiments with doubtful markets. The introduction of color in our campaign is a logical corollary to this proposition, for it has vastly intensified our advertising appeal to buyers already long familiar with our messages.

A like definiteness is sought in our advertising "copy." It aims to be direct, simple, informative rather than showy or clever. It keeps on telling people how good it is for them to eat soup. It tells them exactly what our soups contain, what they are getting for their money. It tells them price. The familiar Campbell's Kids and the accompanying jingles are features that dovetail with our policy to keep each Campbell's market—each magazine group—continuously interested in our advertising.

Advertising is not an exact science, but clear aims, consistently adhered to, are potent factors in its operation and success.—*Commerce and Finance.*

No Other Newspaper Offers as Complete and Valuable Assistance to Sales Managers as Is Offered by the Kansas City Star.

Dealers' Names in Seven States

THE *Kansas City Star* has just published eleven dealer books, each representing a certain line of retail merchandise. The grocers' names are in one book, the hardware dealers' names in another and so on.

Here is the list:

No. of Names		No. of Names	
26,401	Grocery Stores.	7,594	Confectionery and Cigar Stores.
20,616	General Stores.	5,237	Men's Clothing Stores.
7,272	Drug Stores.	5,758	Dry Goods and Women's Clothing Stores.
12,787	Automobile and Garages.	2,416	Electrical Stores.
8,893	Hardware Stores.	1,044	Music Stores.
4,739	Furniture Stores.		

The morning, evening, Sunday and Weekly editions of *The Star* circulate over seven states—Missouri, Kansas, Iowa, Nebraska, Oklahoma, Arkansas and Colorado. Each book contains the dealers' names by towns in these seven states.

Used in conjunction with *The Star's* circulation book, the dealer books yield valuable information to sales executives.

For example, a manufacturer of a breakfast food may be interested in Lawrence, Kans. In a minute he will be able to visualize the Lawrence market—

Population	12,456
Daily Star Circ	2,105
Sunday Star Circ	2,547
Weekly Star Circ	422
Grocery Stores	63

In addition to this information, he will have the names of the 63 grocery stores in Lawrence, Kans.

And so with other cities in the seven states.

The research department has evolved a plan whereby *The Star's* dealer lists and its circulation and merchandising data book may be used with amazing effect in establishing, extending or intensifying consumer demand and dealer distribution. It is based on thoroughly sound merchandising principles and is available to advertisers in *The Kansas City Star*.

The details of this plan will be explained to any sales executive who communicates with the home office or the New York or Chicago office of *The Star*.

The *Kansas City Star* has the largest newspaper circulation west of Chicago—a territory comprising two-thirds of the United States. This is on the basis of its morning edition alone or its evening edition alone.

The morning and evening circulation combined —500,000 copies—is more than double the daily output of any newspaper in any other city in this two-thirds area of the United States.

The *Weekly Kansas City Star*, published every Wednesday, goes to farmers. It has a circulation of 333,000 copies. More than 88 per cent of its subscribers live on rural routes or in towns of less than 1,000 population. Its circulation does not duplicate that of *The Daily Star*.

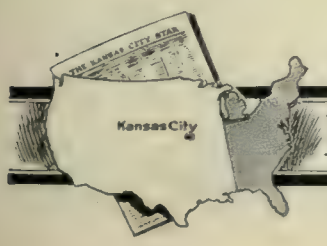
Over 40 per cent of ALL the homes in Missouri and Kansas are reached by either the daily or weekly edition of *The Kansas City Star*.

With these two mediums, the urban and rural districts of the Kansas City territory can be covered more thoroughly and at a lower cost than is possible in any other market in America.

THE KANSAS CITY STAR

CHICAGO OFFICE
1418 Century Bldg.

NEW YORK OFFICE
15 East 40th St.



Largest Newspaper in ⅔ of the United States

卐

ZERO

can develop a usual idea into an unusual drawing.

ZERO

is prepared to execute commissions for agencies or advertisers. No medium limitations. May he show you samples?

ZERO

A free lance artist

9 EAST 38TH STREET

N. Y. C.

Caledonia 9770

卐

That Night at the Stuyvesants'

[CONTINUED FROM PAGE 25]

would have been better able to withstand the shock of having a common person like Fatty Arbuckle buy one of their sacred cars.

Nevertheless, I am quite in accord with Mr. Calkins' opinion that the producer of merchandise which sells in units of $10,000 and more, cannot profitably use high priced space of publications of large and general circulation. Perhaps he is right in using for his advertising exactly the list named by Mr. Calkins, but I have a lingering doubt as to whether any usual form advertising very greatly influences the sale of such merchandise.

IN my search for the facts about so-called quality circulation, I am not concerned with class publications, but with those of general and fairly wide circulation, and I am interested in the problem of the advertiser who has a considerable product to market, a product which is in the class of neither Rolls-Royce automobiles nor Wrigley's gum. Concretely, I seek the truth or falsity of the reasoning which has led Stern Brothers and McCreery's, for instance, to advertising in two "quality" circulation New York papers and stay out of the Sunday edition of a well-known "was" medium on the theory that the "quality" of circulation more than makes up for the difference in cost per thousand.

My thinking apparatus absolutely refuses to accept the correctness of the theory of a Brooklyn trust company which, until recently, advertised in these same "quality" circulation Manhattan newspapers, ignoring completely the fact that the Brooklyn division of a certain "popular" New York Sunday paper has 250,000 circulation *all in Brooklyn*, which can be bought at thirty-five cents per line.

The theory on which this advertising is done is that the "quality" of the circulation of the chosen papers is of a kind that makes it worth several times as much as common or garden circulation. And yet, trust companies seek savings accounts and offer various services particularly desirable and beneficial to quite ordinary folks. The sophisticates, presumably, know all about the handling of estates, the creation of trusts, the making of wills, the making of wise investments—or have long since established connections satisfactory to themselves, so they may be care-free to flit from town to country, from Paris to Palm Beach and to indulge and cultivate their tastes for rugs, rare books, wines and polo ponies.

I hope I am not captious. I am merely an earnest seeker for the truth. Possibly my perceptive faculties have become strabismic, or myopic. Possibly my Indiana origin has too strongly imbued me with the conviction that everybody in America is "just as good as everybody else—if not a little bit better."

Perhaps I am lacking in proper respect for and appreciation of the "intelligentsia" and the "cognoscenti" and the "sophisticates." (As a matter of fact, the mere words cause a most primitive agitation along my spine.) But then, Mr. Calkins came from Illinois, so after all, my middle-westerness must be a state of mind, rather than a geographic phenomenon.

This impression is confirmed by the remarks of the young woman from Kansas who has so gallantly taken me traipsing all over the country on her Rolls-Royce magic carpet. What is one to do with, or say to, a girl like that? Particularly when, as Miss Sara Hamilton Birchall does, she bids one such an affectionate farewell?

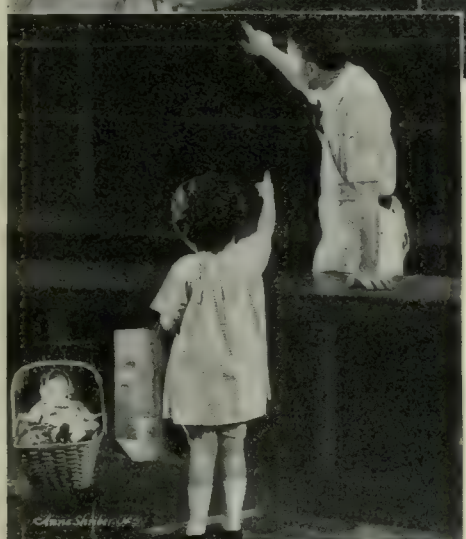
"Dear Mr. Bates, nice Mr. Bates, who took your pen in hand and started something with a twinkle in your wise old eye, isn't a quality circulation with the attitude of mind 'Money is to be spent' more valuable to the advertiser than 'run of mill?'"

NOW, I ask you! It seems absolutely rude to disagree with her engaging hallucinations and amiable inaccuracies, but, to begin with, my other eye doesn't twinkle and neither of them is so darned old it cannot see through a ladder, a maline scarf, or the beguiling wiles of a designing young female woman.

Of course, Miss Birchall, like Mr. Calkins, talks of class circulation—not "quality" circulation, but nine years on *Vogue* may well account for certain minor abberations.

I recall distinctly that when we were up at the Stuyvesant's party on Park Avenue, and Miss Birchall remarked on "the really wonderful view of the Sound by moonlight," I did not jar her sensibilities by telling her what she saw was merely the dirty and prosaic East River below Hell Gate. What was the use? If imagining "quality" that did not exist made her happier why destroy the illusion? But I don't want to buy space on that basis. And anyone who can see the moonlit Sound from "One Thousand and Something Park Avenue" is quite likely to see other queer things.

Replying specifically to Miss Birchell's concluding question, it is my opinion that in America all, or nearly all "run of mill" circulation, and circulation chosen by any selective method whatever, reaches people "with the



THE most interesting thing in the world is a Face. It's EMOTIONS that make faces interesting. My special art lies in calling forth the EMOTIONS.

In addition to making photographs to your special order and to suit a specific need, I have the finest collection of STOCK PHOTOS made with models whose *releases* are on file in my office.

These stock photos are particularly suitable where you want to show happiness or sorrow or health or comfort or want or whatever has to do with human emotions and conditions prevalent in the average household daily. The models used are "regular folks."

Write for samples on your firm's letter-head.

ANNE SHRIBER
Dramatized
Photography
358 FIFTH AVENUE
New York City

June *the* first

the door of our new home is opened to you

W. Washington Sq. 230 South 7th St.

We invite you to see one of the most complete photo-engraving plants in this country operating under ideal conditions, both as to equipment and layout.

GATCHEL & MANNING, Inc.

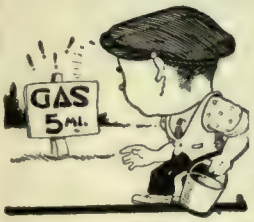
C. A. STINSON, Pres.

Photo-Engravers

PHILADELPHIA

Gatchel & Manning Incorporated Photo Engravers

When You're Stuck—



Cram Cuts will help you out. They pep up booklets, house organs, sales bulletins, etc. One dollar each, less in quantities.

Our proof-sheets contain hundreds of illustrations that will give you many good ideas.

Write for them to Department B 109.

***The* CRAM STUDIOS**

Muskegon, Michigan

EARL B. SHIELDS

Advertising

A NUMBER of our clients maintain no advertising departments of their own; they depend upon this agency to relieve them of every detail in the planning and preparation of both direct and publication advertising. Perhaps you, too, could profitably use that kind of service.

1623 HARRIS TRUST BLDG.

CHICAGO

Art for Advertising

VICTOR BEALS

31 E. 30

New York

Madison Sq. 7486

Courtesy of American Express Company

THE AMERICAN ARCHITECT

A. B. C. Est. 1876 A. B. P.

Once again the yearly survey of advertising in the architectural press shows THE AMERICAN ARCHITECT leading in volume of advertising, individual advertisers and exclusive advertisers.

This is made possible by an editorial content covering every phase of the practice of architecture.

Further information sent on request.

243 West 39th St. New York

MOVING?

Be sure to send both your old and your new address one week before date of issue with which the change is to take effect.

attitude of mind money is to be spent." The people of these United States are spenders and sometimes it really seems that those who have the least money spend it most freely.

I will agree that if it were possible to buy exactly 390,000 circulation exclusively among the 390,000 families who pay taxes on annual incomes of $6,000 and up, that it would be worth more to a great many advertisers than the same quantity of circulation among 390,000 families who pay no income taxes at all. But this again, would be purely class circulation — financial class. In conditions as they actually exist there is no one, or a dozen or a hundred publications which can give complete coverage of the people whose incomes are in the higher brackets. So far as the Stuyvesants, as described by Miss Birchall, are concerned there are not enough of them to enter seriously into the consideration of any general advertiser.

BOTH Mr. Calkins and Miss Birchall seem to agree upon a certain publication as the leader of all whose claim for advertising patronage is based upon quality circulation. By inference we are asked to believe that its readers are mainly of the class which Mr. Calkins calls sophisticated and whom Miss Birchall designates by the name of Stuyvesant. However, in a May issue of this publication I discover a two page advertisement of dresses priced $19.50 and $29.50. Certainly these are not beyond the reach of the readers of any publication in America. This is also true of a very considerable portion of the merchandise advertised in the same issue, in which there are seven pages of advertising of the publication's own patterns which do not seem to be abnormally high priced. Someway or other I cannot conceive of Mrs. Stuyvesant or Mrs. Sophisticate, pausing between two thousand dollar and fifteen thousand dollar parties, and between Palm Beach and the Riviera, to bother much with patterns. It is my impression that paper patterns are bought mainly by thrifty women who may possibly have the attitude of mind "money is to be spent" but who also have the rock-ribbed determination to get about a hundred and one cents in value for each dollar.

Miss Birchall has given a very clear, accurate and memory-stirring picture of the home in Kansas in which, twenty years ago, Bessie, Lottie and Sara, practiced such commendable, though enforced economy. I cannot agree with her, however, that twenty years doesn't make much difference in the buying habits of such a family. I don't know what has become of Bessie and Lottie, but it is an absolute certainty that Sara's buying habits have changed, and twenty years from now there is pretty sure to be a great change in the buying habits of the present occupants of the old homestead.

Another definition of quality circulation is given by David R. Osborne of *Farm and Home*. This is—"the illusive quality which makes readers

believe what they see in one paper and disbelieve what they see in another." Isn't it generally true that people believe what they see printed in whatever publication they read regularly and by preference? A regular subscriber of the *Christian Science Monitor* is not likely to take much stock in what he may read in the *Catholic World* or the *Medical Journal*. And Democrats are prone to find much untruth in Republican newspapers.

In his very interesting article in the last issue of ADVERTISING AND SELLING FORTNIGHTLY. Mr. McGivena quotes me as saying substantially that quality circulation means "buying power combined with an ability to read the English language" and to prove that I was wrong, cites the Bank of England as representing buying power and very little buying.

Aside from the fact that the Bank of England cannot read the English language and that I did not use the words quoted as a definition of quality circulation, his following comment is quite correct. What I did say was —"buying power combined with an ability to read the English language is all that an advertiser need consider in deciding upon the vehicle for his business message." This does not say that a circulation among English reading people with buying power, constitutes quality circulation.

What I still yearn to learn is whether there is in America, from the standpoint of the advertiser, any such thing as quality circulation (not *class* circulation); if there is, how it can be positively identified and segregated; and what it is worth "if, as and when" we find it. Mr. McGivena quite thoroughly demolishes the theory that it is at all useful to advertise to the *class* known as the Stuyvesants and advocates quite plausibly the superiority of the *class* known as the Sweeneys.

The New York *Daily News* frankly flouts the Stuyvesants and snuggles up to the Sweeneys. It is the antitheses of *Vogue*, but between these extremes are hundreds of publications, of apparently general and not of selective or class circulation, which assert the greater value of their space because of the "quality" of their readers. And there still persists my curiosity as to whether, or not, such assertions are sufficiently authentic to weigh heavily in the minds of advertisers generally. I still wonder if cost per line per thousand should not be the determining factor, in about the percentage of the purity of Ivory soap.

Lyddon & Hanford Company

New York office, will direct advertising for the Brightwood Manufacturing Company, worsteds and novelty dress goods.

John Arthur Priest

Special representative for James F. Newcomb Company, Inc., New York, died suddenly at his home in Rutherford, N. J., on Monday, May 18th.

THREE HITS • NO RUNS
ONE ERROR

LEFT on the bases—that's the position of many dealers today. Some manufacturers are wondering why more runs aren't being scored in the sales columns. Something seems wrong with the teamwork in distribution.

These manufacturers know their products are OK; that their dealer organizations are capable and that their national advertising is effective. These are the three hits.

Why don't the dealers pile up bigger scores? One error—inadequate consumer contact—leaves them stranded on the sacks.

With Caxton Applied Direct Advertising in the line-up the manufacturer has a dependable hitter who will drive the dealer across the consumer's home plate. And the dealers will gladly pay for his services.

Ask your advertising agency about Caxton a.d.a. or write us direct.

THE CAXTON COMPANY
Cleveland

CATCH THE EYE!

Liven your house organs, bulletins, folders, cards, etc., with eye-gripping cuts—get artwork at cost of plates alone. Send 10c *today* for *Selling Aid* plans for increasing sales, with Proof Portfolio of advertising cuts.

Selling Aid, 808 S. Wabash Ave., Chicago

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays

THE JOHN IGELSTROEM COMPANY

Massillon, Ohio **Good Salesmen Wanted**

The Standard Advertising Register

is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.

National Register Publishing Co.
Incorporated
15 Moore St., New York City
R. W. Ferrel, Manager

National Miller

Established 1895

A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. paper in the field.

630 W. JACKSON BLVD., CHICAGO

AJD

The Only "Denne" in Canadian Advertising

The Canadian Market demands specialized advertising counsel and service—which is our job. Let us tell you how we can help.

A·J·DENNE & Company Ltd.
Reford Bldg. TORONTO.

Shoe and Leather Reporter

Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actualy do the buying for these industries. In its 67th year. Published each Thursday; $6 yearly. Member ABP and ABC.

A TAYLOR THERMOMETER ADVERTISES 24 HOURS EVERY DAY

Agents whose clients' products are in keeping with thermometer advertising recommend *Taylor* Outdoor or Indoor Advertising Thermometers. All year round publicity, because of universal human interest in temperature.
Write for catalog and quantity prices.

Taylor Brothers Company,
ROCHESTER, N. Y. N-38
(Division of Taylor Instrument Companies)

South American Newspapers, Inc.

Agents for advertisements in the leading dailies:
"EL DIARIO NACIONAL" of Bogotá, Rep. of Colombia
"EL NUEVO TIEMPO" of Bogotá, Rep. of Colombia

Each one reaches a market of not less than half a million consumers of American products.
These papers carry magazines, full page colored or daily strip comics, duly authorized by American copyrights owners.

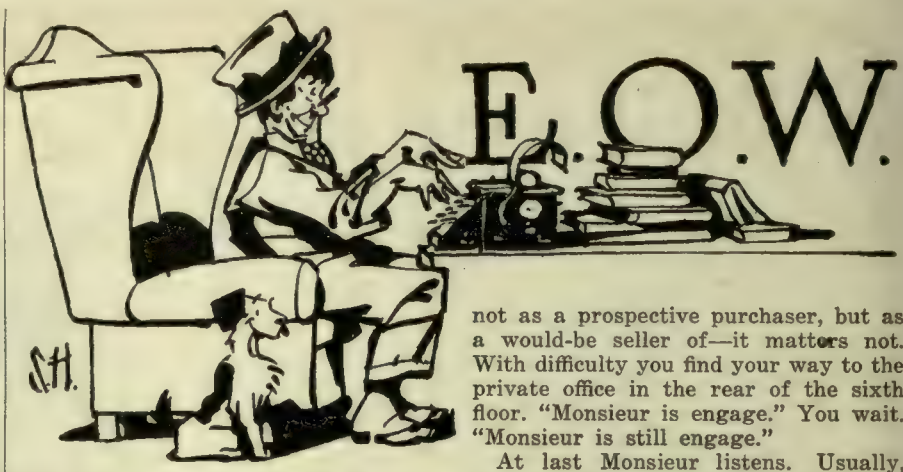
80 SOUTH ST., NEW YORK, N.Y. Phone: John 1196

The Complete Book on **ENGRAVING AND PRINTING**

"COMMERCIAL ENGRAVING AND PRINTING" by Chas. W. Hackleman (second printing, revised) is a gold-mine of information for advertising men, artists, printers, salesmen and students. 850 *pgs., over* 1500 *illustrations,* 35 *related subjects.* Tells how to choose kind of art, process of reproduction, plates, paper, color, etc. Sent on approval. No advance payment.

Write for FREE prospectus showing sample pages, approval offer, payment plan, etc., etc.

Commercial Engraving Pub. Co., Dpt. SL, Indianapolis, Ind.



The Value of a "Columnist"

I buy a certain New York evening newspaper, wholly, solely and entirely because I like its "column."

Its editorial page irritates me. Many of its features give me the "willies." But—I like its "column" so much so that if the man who writes that column quits the paper, I'll stop buying it.

All of which leads to the query: What is the value, as a circulation-builder and circulation-holder, of a good "columnist"?

Figure It Out Yourself

As an "Ambassador of Trade," what is the value of the Prince of Wales? And wouldn't it be "great" if America had as romantic and lovable a representative—a man of thirty-one or thirty-two, who is so totally unaffected, who looks and acts like a boy of eighteen, and who is blessed with the greatest of all blessings—"that damned charm," as Barrie calls it?

It Should Not—But It Does

An elderly aunt whom you have not seen since you were a boy dies and leaves you a thousand dollars. Or you make a few hundred dollars through the sale of a lot you've been holding since 1910; or the firm gives you an increase in salary and makes it date back six months.

Anyhow, you find yourself in possession of a "bit of money" you never expected to have. Your first thought is to buy something for the "Missus"—an emerald ring or a new frock. You meet her in front of one of those exclusive shops—which seldom or never advertise—on the Avenue or on one of the side streets say between Fortieth and Sixtieth Streets.

You enter the store. You tell the floorman what you want. Smiles! Bows! Suavity! You are escorted—oh, so carefully—to the second floor. More smiles! More bows! More suavity! "This, madame, is but $350. Is it not marvelous?" "This—$425. A creation."

You buy. You cannot do otherwise. The atmosphere of the place overwhelms you.

Go, a week later, to that same store not as a prospective purchaser, but as a would-be seller of—it matters not. With difficulty you find your way to the private office in the rear of the sixth floor. "Monsieur is engage." You wait. "Monsieur is still engage."

At last Monsieur listens. Usually, you are dismissed with a curt "Non, Non." But if, as sometimes happens, the service or device or whatever it may be that your offer appeals to Monsieur, there begins as splendid an example of haggling as you will find north of Grand Street. There is no talk of "only" $425 or of "creations." It is a fight. The atmosphere is that of a pawnshop. Discussion narrows down to pennies.

All of which is intended to show that, in many business places, it makes all the difference in the world whether you are a buyer or a seller. It should not, but it does.

One Kind of Advertising

A woman I know has a daughter who made her début, recently, on the concert stage.

The day before the concert a poorly dressed, shifty-eyed individual called at Mrs. Blank's apartment. In English so broken that Mrs. Blank could hardly make head or tail of it, he asked: "Are you Mrs. Blank?"

"Yes."

"Your daughter sings at ——— tomorrow night?"

"Yes."

"Have you engaged a claque?"

"Of course not."

"But, madame, you should. If you do not, the concert will be a failure. I tell you. For ten tickets and $50, I will provide the finest claque in New York. Much enthusiasm! Great applause! Fine press notices! Only fifty dollars!"

"Never!"

Mrs. Blank closed the door.

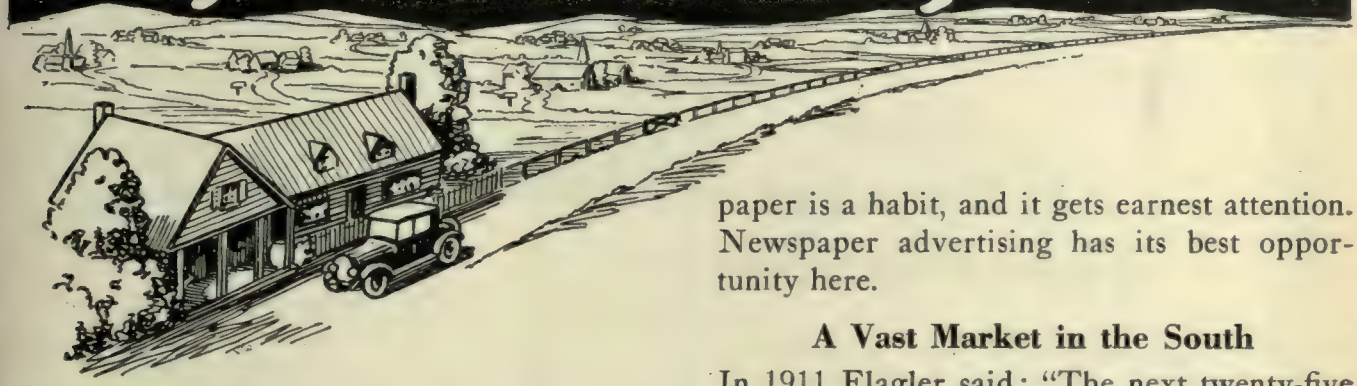
Perhaps I am mistaken, but I got the impression, when she told me the story set down here, that she regretted she had been so precipitate. What is a mere trifle of $50 when a "career" is at stake?

"Quo Vadis?"

You may have noticed that the poster advertising the newest superfilm reads "Quo Vadis" and not "Quo Vadis?" (Whither Bound?) as it should. Yesterday I asked a man "who" Quo Vadis is. "I dunno," said he. "One of them old Romans, I suppose."

JAMOC.

If you have 50 prospects—Why Call on Only One?



THAT'S just what an advertiser does when he tries to reach the vast market of the South through magazines alone. In ten great Southern States with a total population of more than twenty-one and a half millions, the largest magazine has a circulation of but little over 228,000, or just about one per cent. Let's be generous, and say that only half the population wants the product advertised. Even then you are calling on only one prospect in fifty. You won't find that method in the "Salesman's Manual."

What About Newspapers?

The newspaper is part and parcel of the daily life of the Southerner. Not only does every one read newspapers, but they read them thoroughly, carefully, even critically. The daily paper is a habit, and it gets earnest attention. Newspaper advertising has its best opportunity here.

A Vast Market in the South

In 1911 Flagler said: "The next twenty-five years belong to the South." Since that prophecy, Southern bank deposits have increased 300%. Vast natural resources are being widely developed, her farms yield 42% of the country's crop values, her forests 50% of the lumber, her mines have incalculable mineral wealth. The South is rich. It is a tremendous field for the advertiser. It is easily reached through the newspapers.

Learn the Particulars

This market cannot be neglected. If you want to know how to reach it, what its possibilities are for the advertiser, what Southern newspapers can do in merchandising help, write to the Southern Newspaper Publishers' Association at Chattanooga, Tennessee, or to any of the papers in the following list.

YOU CAN REACH THE SOUTH THOROUGHLY AND ECONOMICALLY THROUGH THESE NEWSPAPERS

ALABAMA
Anniston Star
Birmingham Age-Herald
Birmingham News
Huntsville Times
Mobile Item
Mobile Register
Montgomery Advertiser
Montgomery Journal
Opelika News

FLORIDA
DeLand News
Fort Myers Press
Gainesville Sun
Jacksonville Journal
Jacksonville Times-Union
Lakeland Star-Telegram
Miami Herald
Miami News
Orlando Reporter-Star
Orlando Sentinel
Palm Beach News
Sanford Herald
St. Augustine Record
St. Petersburg Independent
St. Petersburg Times
Tampa Times
Tampa Tribune
West Palm Beach Post

GEORGIA
Albany Herald
Atlanta Constitution
Atlanta Journal
Augusta Herald
Columbus Ledger
Moultrie Observer
Savannah News
Thomasville Times-Enterprise
Waycross Journal-Herald

KENTUCKY
Paducah Sun

LOUISIANA
Baton Rouge State-Times
LaFayette Advertiser
Lake Charles American Press
Monroe News-Star
New Orleans Daily States
New Orleans Item-Tribune
New Orleans Times-Picayune
Shreveport Times

MISSISSIPPI
Greenwood Commonwealth
Gulfport & Biloxi Herald

NORTH CAROLINA
Asheville Citizen
Asheville Times
Charlotte News
Charlotte Observer
Concord Tribune
Elizabeth City Advance
Fayetteville Observer
Gastonia Gazette
Greensboro News
Henderson Dispatch
Hickory Record
Kinston Free Press
Raleigh News & Observer
Raleigh Times
Rocky Mt. Telegram
Salisbury Post
Winston-Salem Sentinel

SOUTH CAROLINA
Charleston News & Courier
Columbia Record
Columbia State
Rock Hill Herald
Spartanburg Sun
Sumter Item

TENNESSEE
Chattanooga News
Clarksville Leaf-Chronicle
Columbia Herald
Greeneville Democrat-Sun
Knoxville Journal
Knoxville Sentinel
Memphis Commercial Appeal
Memphis Press
Nashville Banner

VIRGINIA
Clifton Forge Review
Danville Bee
Danville News
Danville Register
Fredericksburg Daily Star
Lynchburg Advance
Lynchburg News
Richmond News Leader
Roanoke Times
Roanoke World News
Staunton Leader
Staunton News-Leader
Winchester Star

VIRGINIA-TENNESSEE
Bristol Herald-Courier
News, Bristol

SOUTHERN NEWSPAPER PUBLISHERS ASSOCIATION

"Sell it South Through Newspapers"

What Is Stranger Than Strangers?

STRANGE, ISN'T IT, how many strangers there are! You spend goodly amounts of money to "keep known" as the experts say. In spite of which, you are constantly and startlingly, faced with the endless strangers, that you and your product are strange too.
It jolts you.

More than likely it isn't a case of too small space. Or too few mediums.

With advertisers rather generally, one of the troubles—one of the biggest, in fact—is that so few are willing to do the simple, utterly obvious things with their selling-on-paper; the same as their salesmen do selling-on-foot.

The simple, clean cut, easy-to-understand things, frequently don't make a very showy showing, among our neighbors and friends. But what matters that, if they show up satisfactory profit-wise?

If you have the courage—and it takes courage—to do the simple, utterly obvious things, the chances are we can offer you the kind of business building service that will insure a substantial reduction of strangers to your product, resulting in a larger success for your advertising.
You may also like the idea of a moderate sized agency.

TUTHILL ADVERTISING AGENCY

L. W. C. TUTHILL, *President*
1133 BROADWAY, NEW YORK

Research on House-to-House Selling

75 Typewritten Pages in loose leaf binder; most detailed searching analysis ever made. Full of facts and figures.

Special Price $120.00

THE BUSINESS BOURSE
For 17 years the leading business research institution
15 West 37th Street New York

KEEP YOUR COPIES!

At the conclusion of each volume an index will be published and mailed to you.

How Advertising Saved St. Paul's

[CONTINUED FROM PAGE 28]

public, and achieved its purpose in fortifying the broad evidence of the great need.

Posters, ordinary in their conception, but obvious in their appeal, suddenly appeared all over London. Banners streamed over viaducts, especially in the vicinity of St. Paul's. Good psychology, that. The passerby had only to look from the banner to the beautiful cathedral to feel the urge of his own contribution, however small.

Cartoonists gave their assistance, comically enough, by making telling jokes about the disadvantages or the advantages of the cathedral, or what other folk thought about it.

Advertisers of various wares took advantage of the "cracks" and compared the dependability of their products with the potential life of St. Paul's.

The net result of three thousand telegrams, the press advertising, personal contact, and editorial assistance has turned into £247,000, or about one and a quarter million dollars, when only £140,000 had been sought. Checks are still coming from the Colonies and the last report from Australia was that another eight or nine hundred pounds had been subscribed.

San Francisco Advertising Club

Announces the election of the following officers: president, Hal H. King; vice-president, Don E. Gilman; secretary, W. Theodore Watson; treasurer, Lou E. Townsend. The executive committee will consist of Perry Epsten, Dorothea Gilray, Hartley Everett Jackson, Richard M. Neustadt, Edwin Scott, and Arthur W. Towne.

Ahrens Publishing Company, Inc.

New York, publishers of *Hotel Management* and *Food Service*, announces the purchase of the *National Restaurant News* of Kansas City, Mo. Ray Fling will continue as the editor.

Mrs. E. Margery LaVoo

Formerly director of copy for the Kansas City office of the Ferry-Hanly Advertising Company, Inc., has joined the staff of the Loomis-Potts Company, same city.

George W. Lemons

Has been appointed advertising sales director of the El Paso *Herald* and the *News-Herald.*

United Advertising Corporation

New York, announces the election of the following officers: president, Leonard Dreyfuss; vice-president, Edgar B. Wolfe; treasurer, Oliver V. Ober; secretary, Joseph A. Burrell. These officers were also elected directors of the corporation as were Vincent V. Van Buren and B. M. Nussbaum.

Business is Good

in Houston and territory—

Use the Houston Post Dispatch To reach this fertile market.

Greatest Home delivered circulation of any paper in Texas —And concentrated on its own immediate territory.

Houston Post-Dispatch

S. C. BECKWITH SPECIAL AGENCY—*National Representatives*

NEW YORK
CHICAGO
ATLANTA

DETROIT
ST. LOUIS

KANSAS CITY
SAN FRANCISCO
LOS ANGELES

The Advertiser's Weekly
The Organ of British Advertising

The only weekly paper in the British Empire exclusively devoted to Publicity.

The only Advertising Publication in Great Britain giving audited net sales figures.

Published for all who wish to be informed on British advertising and its development.

Subscriptions $5 annually, post free.
Advertisement rates on application to
New York Office
9 E. 38th St. N. Y. City
or
New England Office—c/o Mr. Frank E. Willis, 148 State St., Boston, Mass.

HOTEL EMPIRE
New York's newest and most beautifully furnished hotel—accomodating 1034 guests
Broadway at 63rd Street.
ROOM WITH PRIVATE TOILET $2.50
ROOM WITH PRIVATE BATH $3.50
ALL OUTSIDE ROOMS

TOYCO Promotion BALLOONS
Toyco Promotion Balloons have a powerful child appeal. Ask us how to hitch this force to your sales.
Write Sales Service Dep't.
The TOYCRAFT RUBBER CO.
ASHLAND, OHIO

Topeka Daily Capital
The only Kansas daily with circulation thruout the state. Thoroughly covers Topeka, a midwest primary market. Gives real co-operation. An Arthur Capper publication.
Topeka, Kansas

Collecting Money by Mail

[CONTINUED FROM PAGE 23]

ments haven't had much of a real collection tone to them lately. That's because we like to take your money as pleasantly as possible during the season when your cash receipts are small.

The way our system works out is that the fellow who can, pays; the chap who is in a tight place temporarily doesn't get a slap in the face when he needs a word of cheer. Of course, there's always a few, (happily it is a few), who take advantage, but we are willing to run that chance because we want to help the decent chaps out and, when springtime comes, everybody's got to make good anyway.

The statement sent you on the first showed you had found it necessary to hold up payment of some of our bills. We hope things are starting up nicely, as we are expecting you to take care of them this month. Please get your check in before the 28th, our closing date.

That letter went to the ice cream trade in December. Here is one that appeals to the element of fair play:

If you should send us an order, wait almost a month for it to be filled, and still have no word about shipment, you'd want to know the reason why, wouldn't you?

That's how matters stand with your past due account for $———

Your check will be appreciated—and your orders, too.

One of the most difficult things to do is to combine an attempt to collect money and at the same time collect orders. The two don't mix well. Leave a favorable impression, build goodwill, make sales easier, yes; but it seems difficult to combine the two functions:

For some reason, of which the writer is not advised, your account shows an amount of $——— past due, covering item of . . .

Will you kindly look into this matter and favor us with your check in payment thereon?

Money, however, is not our only object—let us have a nice order along with your check. Thanks in advance for both.

The questionnaire form prompts action; if the debtor checks "error" or "disagreement," the way is open for an adjustment or investigation, with no further excuse to delay payment; more often the check comes in at once, or a definite promise of payment received:

Apparently you have overlooked our little reminder of August 1. Our invoices of June 21, totaling $83.86, are well past due and still unpaid.

Perhaps there is something which is holding up payment of this account; if so, it would be a great help to us to know about it. Won't you kindly indicate your reason for non-payment by an "X" in the proper space below, and then return this letter to us promptly in the inclosed stamped envelope?

——— Oversight.
——— Error or overcharge.
——— Disagreement as to price or terms.
——— Will remit in ——— days.
——— Remittance in mails.
——— We inclose $———.

The firm that is selling a standard product used or sold by the debtor has the threat of non-delivery of future orders that is effectively handled by a national brake lining manufacturer:

If it were possible for me to drop in your office we could doubtless come to some conclusion regarding your account.

However, the only available means we have of communicating has proved exceedingly unsatisfactory, as the correspondence seems to be entirely on one side.

Your account has reached a point where we are obligated to withhold the shipment of your orders. It is certainly not our desire to continue this procedure and we would appreciate some definite word from you either in the form of a check or a letter, advising when we may expect payment.

Will you not take a minute to reply to this letter, which is the *seventh* we have written on the subject?

Most debtors know that very few credit managers believe that delay in payment ever is a matter of "oversight"; its use continues in collection letters in the thought, no doubt, of helping the debtor "save his face." The writer of the following comes out from the shoulder:

You do not wish us to believe that our two previous letters relative to your past due account amounting to $——— have been ignored by you either through lack of courtesy or to evade payment, and in view of our friendly relations, we are going to hesitate before forming that opinion.

We are deferring further action on the matter, allowing another opportunity for payment, which we confidently await.

If there is any valid reason for delayed payment, kindly advise the particulars so we may reach an agreeable understanding.

An appeal to pride often secures action:

We always endeavor to be courteous and lenient with our customers in the matter of collections, but must insist that we have either the payments that are due or a satisfactory reply to our letters.

You received a letter from us written (date) to which we have no reply. There are now ——— installments past due on your account amounting to $———.

We have placed all confidence in you. Please justify our trust.

THERE IS A MAN SOMEWHERE who is not a perennial job seeker. A man who is eager to build for his substantial future. Whose vision is ten years ahead instead of one.

An opportunity for such a man has been created by the steady expansion of our business. To qualify he must convince us of his ability to make contacts and sell high calibered buyers who recognize the importance of quality lithography.

Perhaps he is a man who is confident that he can do bigger things if given the opportunity and prestige of a better background. Perhaps he has come to the realization that through no fault of his own he has reached his limitations in his present setting and is capable of greater strides.

This man will find our organization an ideal background offering unlimited opportunities.

Write for an appointment if you think your qualifications meet our demands.

LATHAM LITHO & PRINTING CO.
33 West 42d Street, New York City
Aeolian Building

Photo by M. E. Hewitt

The home of the Latham Litho & Printing Co.

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The debtor, ashamed of the condition of his account, will often stop sending business to the house where he is delinquent—something which prompts every collection manager to keep his accounts "live," and suggested this letter:

Your neglect in caring for the items on the inclosed statement has permitted them to run 90 days in arrears.

In addition to not paying the account, we find that we have received no additional orders from you. Is the backwardness of settling the cause of our losing your business? That hardly seems fair. So let us hear from you so we can get together. The 10th of the month should be time enough, don't you think?

The very brusqueness of this letter may rouse the silent debtor from his lethargy:

You have some of our money!

In the past months we have been forced to write to you rather often asking for money on past due invoices.

We have at all times tried to use the utmost consideration in our dealings with your firm, and we believe that we deserve the same from you.

We dislike to write letters asking for payment, probably as much as you hate to receive them. Let us suggest to you that you pay your past due indebtedness at the earliest possible moment, so that we again can work together on a satisfactory basis.

We trust to hear from you by (date).

This letter is signed by the president of a large candy firm, and presents the "maintain your credit standing" angle in a new and very forceful way:

When our credit man pointed out your account to me a little while ago and explained that the statements and letters he had been sending you did not bring your check for the past due items of April 13 and April 20, amounting to $77.37, I said to him: "Look up their rating. Perhaps we made a mistake in the first place in extending them credit."

But the mercantile agencies give you a clear record and say you are entitled to credit.

Maybe there is a good reason why you have delayed payment. If there is, won't you tell us about it? If there is not, won't you send us your check; for just think, the bills for which we are asking payment have been running almost five months and are for merchandise on which the terms on sale are 30 days net.

We ought to hear from you before the end of the week.

In former years it was more customary to write one or two letters and then draw on the debtor. But drafts don't have to be met and are usually ignored.

The following letter tries to "sell" the debtor on meeting the draft as against having the matter placed in the hands of an attorney:

We are today drawing on you to cover your past due account and have instructed the bank that if the draft is not paid upon demand, it is to be

turned over to our attorney in your city.

There are many reasons why it is worth an effort on your part to prevent the account passing to an attorney:

Your credit standing will be affected.

You will run the risk of the unnecessary trouble and expense of a suit.

You will impose an unjust burden on us; unjust, because we've been patient and always willing to consider any good reason for non-payment.

After all, isn't it true that an attorney has no place in a transaction between two business men, if both are willing to do the right thing? We are. How about you?

P. S.—Pay the draft or explain to the bank so they can hold the draft while you communicate with us.

A "last resort" letter with threat to turn over to attorney:

The LAST RESORT of the account of an *unwilling* debtor is just naturally —ATTORNEYS.

Not a very pleasant thought indeed, but really what other solution is there?

You will notice that we said "unwilling"—he who will not write, will make no promise of payment or any real effort to pay. The least evidence of good intentions would exclude one from this class.

What does an attorney accomplish? Nothing constructive, to be sure. He has no interest in your welfare, reputation, good will or prestige. His object is to annoy, and to enforce collection by law, if necessary. We are glad to say we have little need of his services.

For some reason you have allowed your account to remain unpaid. You are above all morally bound to pay. Why not wipe the slate clean, forget the past and take off for a new start!

You must realize that our patience is exhausted. Nothing can be added to what we have already said. Unless you make a desperate effort to arrange payment now, you will be the turnkey to your own disadvantage.

You owe $———. Pay now!

In presenting this sample collection, picked from the returns received so far from our survey, we made no attempt to improve or correct the letters—they are presented exactly as submitted to us. Nor are those presented all of them especially good. They were presented to indicate how credit men are handling various credit situations. We only wish that our appropriation would have allowed us to reproduce more entire series, and additional examples of the more common cases.

Of particular interest are the letters that are mailed as the first and second in the series. Since they bring back the greatest percent of returns, they represent a source for individual study.

Ralph C. Rockafellow

Has been appointed assistant general manager of the *National Republic* and the *Outdoors Pictorial*, both of which are published by the same interests in Washington, D. C.

Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Business Opportunities

MAIL ORDER BUSINESS

Other connections compel sale of nationally advertised business; established 4 years; can be conducted on part or full time; unlimited possibilities for expansion; over $1,000 in paid advertising stock, printed matter, fixtures and list of 1,200 customers; will sacrifice for $2,000 to quick buyer. For full particulars write Box 357, General Oost Office, New York City.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.
14 West 40th St., New York City.
Telephone Penn. 3566.

Miscellaneous

Philadelphia Headquarters for advertising man or printer's representative. Part of office for rent reasonable. Fine location. Andrew Koller, 911 Commonwealth Trust Bldg., Philadelphia.

MAKE A CHANGE

Get away from the heat and bustle of the city during July and August and live in an attractive seven-room home (not apartment) adjoining large tract of woods in Yonkers. Newly furnished. Forty minutes to Grand Central Station on N. Y. C. Railroad. Live in country, but near your work. Box No. 273, Adv. and Selling Fortnightly, 9 East 38th St., New York City.

Position Wanted

ART DIRECTOR

with an engineering and sales background, desires similar position with Eastern agency. Capable artist can work in all mediums. Newspaper and studio experience. Available about August 1st, 1925. Box 272, Adv. and Selling Fort., 9 East 38th St., New York City.

Position Wanted

COPY, EDITORIAL, DIRECT MAIL

Making words talk like a regular, sensible human being is my strong point, backed by a dozen years of successful all round advertising and editorial experience. The details are right. Part time possible. Box 274, Adv. and Selling Fort., 9 East 38th St., New York City.

EXECUTIVE

Good Organizer and Merchandiser, Experienced in Purchasing, Production, Market-Analysis, Sales, Promotion, Advertising, Correspondence, Mail-order, Printing, Circulation, Planning, Cost Accounting, etc. Univ. Grad. Married, Protestant, age 36. N. Y. location preferred, but not insisted upon. Salary $6,000-12,000. Correspondence invited from well-rated, responsible and efficient employers.

Address
Seel, 1858 Nostrand Ave., Brooklyn, N. Y.

Help Wanted

ADVERTISING SALESMAN for most popular automobile guide book in America; "Motor Trips"; commission basis; territory assigned; permanent position; part or full time. Guyde Publishing Co., Hartford, Conn.

WANTED
PUBLICATION REPRESENTATIVE

A resignation has caused an opening on the Eastern Sales staff of a Chicago publisher of essential trade and technical magazines. Charter members A.B.C. and A.B.P.

We desire a man of creative ability, constructive in his methods and qualified to make and hold advertisers having a legitimate place in our publications. The field is large and varied, with professional tendencies, and calls for a man of agreeable personality and bearing who would sell space only on the merits of our service and in keeping with the high dignity of an ethical business. An acquaintance with agents and advertisers in the entire Eastern territory would be an advantage.

The position is permanent—salary up to the productive ability of the man—and the future opportunity such as would appeal to a man anxious for increasing responsibilities.

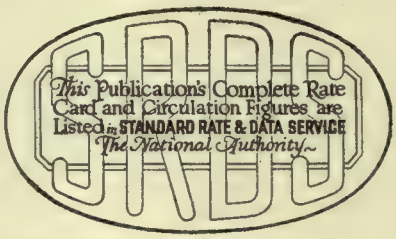
Replies should state age, salary expectations and experience. Interviews in New York or Chicago will be granted applicants whose letters indicate suitability.

Address: Box Number 276, Advertising and Selling Fortnightly, 9 East 38th Street, New York City.

"GIBBONS knows CANADA"
J. J. Gibbons Limited, *Advertising Agents*
TORONTO MONTREAL WINNIPEG

"The man we must get our story before is the national space-buyer. Certainly no national space-buyer refers to any other publication so continuously and so interestedly day in and day out as he does the current issue of the STANDARD RATE AND DATA SERVICE."

James W. Cullen, President
Robert E. Ward, Inc.
Publishers' Representatives
Chicago.



PUBLISHERS—This electro will be furnished to you free of charge. Use the symbol in your advertisments, direct-by-mail matter, letterheads, etc. It's a business-producing tie-up—links your promotional efforts with your listing in STANDARD RATE & DATA SERVICE.

STANDARD RATE & DATA SERVICE

536 LAKE SHORE DRIVE
CHICAGO

New York *San Francisco* *London*

Kellogg's success ''' a thousand newspapers ''' '' The Chicago Tribune

KELLOGG cereals may be had wherever foods are sold. Advertising built this strikingly successful business.

Kellogg advertising has been largely in newspapers, of which more than a thousand are used. And in no other newspaper has Kellogg bought so much advertising as in The Chicago Tribune.

For The Tribune is the most powerful sales stimulus in this wonderful market—The Chicago Territory.

Of Kellogg's total American business 19% is in The Chicago Territory.

This means that the people of The Chicago Territory alone buy and eat more than a million packages of Kellogg products every week.

Zone Selling Builds Business

This has been brought about by the application of the Zone System of Merchandising — by intensive sales and advertising effort concentrated in this rich market. Although Kellogg had established a successful business in this territory a decade ago, nevertheless scores of newspapers are still used in the five states. And the powerful dominating way in which they are used is indicated by the fact that during the past five years Kellogg has spent more than $55,000.00 in The Chicago Tribune. And Kellogg has been using The Tribune in this same way for as many years as we have lineage records.

Mail subscribers to The Chicago Tribune were recently asked what cereals they eat regularly.

Kellogg's Corn Flakes was mentioned 50% more times than any other cereal.

Write Your Own Moral

Many a manufacturer in varied lines of business can draw a profitable moral from these facts.

There is the manufacturer who uses a few pretty pages in the magazines and wonders why his sales don't jump like Kellogg's. His copy is just as pretty.

There is the manufacturer who uses newspapers to "introduce" his product, obtains splendid distribution quickly, but neglects to sustain his dealers with continuous newspaper advertising. *He quits where Kellogg begins.*

There is the manufacturer who thinks it necessary to spread over the entire United States, piling up expensive travel and freight bills in orders to dispose of a production which one market like The Chicago Territory could easily and profitably absorb. *Kellogg's experience proves the vast capacity of these five states.*

Are Your Sales in This Area as Great as Your Opportunities?

19%

of Kellogg's business comes from less than 9% of the country's area—the five states of The Chicago Territory. There are sound reasons why. Here is concentrated 17% of the nation's population, possessing more than 20% of the national wealth. The Chicago Tribune is read by 60% of the families in 1064 towns of this rich market.

Chicago Tribune men are trained not only in advertising but also in merchandising. They know by repeated contacts with jobbers and retailers how to make advertising dollars yield profits in this market.

Ask a Tribune man to call and talk things over with you.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Circulation in excess of 600,000 Week-days and 1,000,000 Sundays

Published in Tulsa—
the oil capital of the world
The only oil trade publication edited and published in Oklahoma
Tulsa means to oil men what The Hague means to statesmen.
Out of it pulses the life blood of the oil industry—oil field machinery, tools, equipment, specialties, products—flowing in a steady stream to all corners of the world.
Standing guard as a news sentinel, right at the fountainhead, discriminating between rumor and fact, is the "Big Yellow Book."
Is it not logical that the long-headed oil man should have implicit faith in The Oil and Gas Journal? And is it not logical that it should be the best medium through which to reach him?
The Oil and Gas Journal
PRODUCING REFINING MARKETING
TULSA, OKLAHOMA
NEW YORK CITY
30 Church St.
CHICAGO
1328 Peoples Gas Bldg.
PITTSBURGH, PA.
1003 Jones-Law Bldg.

Advertising & Selling

FORTNIGHTLY

Courtesy New York Edison Co.

JUNE 17, 1925 15 CENTS A COPY

In this issue:

"Fortunes Buried in Advertising" By Robert R. Updegraff; "On Making Partners of Your Agents" By Roy S. Durstine; "How We Pick Salesmen for Export Markets" By F. W. Copeland; "How Old Are Magazines When They Are Thrown Away?" "Most Dangerous Competition in Business"

"Go Where Money Is"

It was good advice that the thrifty Scot gave his eligible son: "Don't marry for money —but go where money is."

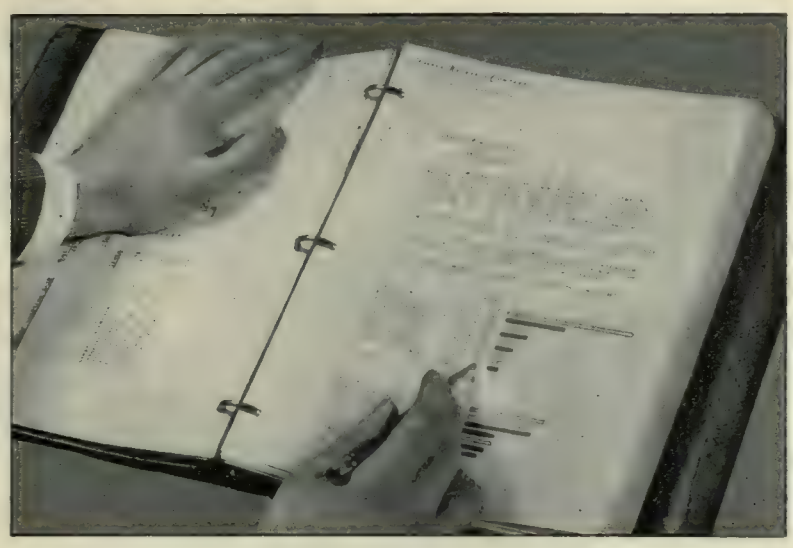
Advertisers don't get far if they don't "go where money is." One reason why The Chicago Daily News is the most effective advertising medium in Chicago is that its vast circulation—400,000 daily average—includes the great majority of thrifty, financially competent households of Chicago and its suburbs.

These households read The Daily News with interest and confidence, and are accustomed to look to it for buying information and guidance. In this capacity it renders them a most complete service, for in volume and variety of display advertising, and in numbers and scope of its classified advertising, it is a veritable directory and guide to whatever offerings of sale or service the market affords. Readers appreciate this service and buy accordingly.

THE CHICAGO DAILY NEWS

First in Chicago

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume 5. No. 4. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.



Are your customers 12 to 1 *for or against you?*

THE owners of a certain business had decided that their product must conform to prevailing styles. Accordingly, they had designed and pushed models in which the feature that had been basic in the product originally was obscured if not almost lost sight of.

But in spite of this effort to do what seemed to be the right thing, sales slumped. The situation became serious. They at length realized the need of finding out what people really thought about their goods.

A Richards Field Survey was undertaken. When it was completed, the findings left no room for doubt. Ninety-two per cent of those users who were interviewed said that they bought the product because of the features it had as originally designed. In other words, by a majority of 12 to 1 *they didn't give a hang for style!*

Although this case is extreme, it is our judgment based on experience that no manufacturer should try to decide marketing problems without first knowing exactly how his customers view his goods. Hence our first step in arriving at advertising and sales plans is to get the views of many people, sometimes thousands of consumers, retailers, and jobbers. This first-hand information, together with our recommendations, is called a Richards Book of Facts and becomes the exclusive property of the manufacturer.

For such manufacturers, a Richards Book of Facts is a constant source of sales and marketing information. One business head expresses its value when he says, "Instead of guessing blindly and stumbling along in the dark, I now have a fund of practical information that provides a logical background for everything I do."

Our new booklet "Business Research" tells how "Facts first" may be applied to a business. Write for a copy.

JOSEPH RICHARDS COMPANY, INC.
253 Park Avenue New York City
An Advertising Agency Established 1874
Member AMERICAN ASSOCIATION ADVERTISING AGENCIES

RICHARDS *"Facts first—then Advertising"*
TRADE MARK REG.

DURING the catastrophic flood of 1913 which devastated the Wabash Valley and completely isolated the Indianapolis West Side, The Indianapolis News was delivered almost at the risk of human life to flood-bound subscribers.

Such delivery was an expensive service. But News' subscribers expected The News to come, and it came. The News kept faith with its readers.

The faith and confidence of readers who are never disappointed explains in part why The Indianapolis News carries *more* advertising than all other Indianapolis newspapers *combined*—and does it with less than half as many issues.

The INDIANAPOLIS NEWS

DAN A. CARROLL,
110 East 42d St., New York.

FRANK T. CARROLL
Advertising Manager

J. E. LUTZ,
The Tower Bldg., Chicago

Page 5—The News Digest

A. J. Slomanson

Formerly manager of the plan and media department of the Dorland Agency, Inc., New York, has been appointed director of publication research of Hallister Clarke, Inc., same city.

Picard, Bradner & Brown, Inc.

New York, will direct advertising for the Jimmy DeForest Boxing Course By Mail.

O. S. Tyson and Company, Inc.

New York, will direct advertising for the American Gas Accumulator Company, Elizabeth, N. J., and its subsidiary, the Highway Lighthouse Company of the same city.

Perriton Maxwell

Has resigned as editor-publisher of *Police Magazine*. He plans to start another publication in the fall, announcement of which will occur in due time.

Peck Advertising Agency, Inc.

Announces the removal of their Brooklyn office to their own building at 294 Ninth Street, Brooklyn, N. Y.

Edwin B. Vosburgh

Formerly with Wortman, Brown & Company, Inc., Utica, N. Y., advertising agency, has been appointed to direct the sales promotion and advertising department of the George W. Dunham Corporation, same city, manufacturers of electrical labor saving devices for the home.

L. C. Landis

For the past fourteen years secretary and sales manager of the Milwaukee Air Power Pump Company, Milwaukee, Wis., has been appointed sales manager of the National Utilities Corporation, same city, a subsidiary of the Westinghouse Electric Company.

Johnson, Read & Company

Chicago, will direct advertising for Philipsborn's, same city, mail order women's wearing apparel.

C. F. Beatty

Advertising manager of The New Jersey Zinc Company, has been appointed sales manager of the Master Painters Supply Company, the duties of which position he will perform in addition to those involved by his other connection, in which he will continue to function.

The Thumbnail Business Review

By Floyd W. Parsons

¶ Freight loadings for the first five months of this year were more than a half million cars ahead of loadings for the same period last year. In fact, this year's totals have established a new record for these months. Most of the gain has taken place in manufactured articles. Shipments of coal, ore and agricultural products have been running a little below normal.

¶ Other encouraging signs are the increased payments through banks; continued activity in the building, the tire and the automobile industries; a satisfactory growth of the farm implement business; an increase in sugar consumption, which will likely be followed a little later by a rise in prices; and a phenomenal increase in the consumption of gasoline.

¶ Competition is keen and prices in many lines are not sufficiently high to enable managements to show a large net in the black column. The production of pig iron dropped sharply in May, and the tendency of prices generally is to ease off still further rather than to advance. But a slowing down of trade during the next few weeks of warm weather is not to be unexpected. No signs are visible that we are headed toward anything bordering on trade depression.

¶ It is impossible to bring about a severe reaction in business when money is plentiful and shelves are bare. How short a jump it is from a buyer's market to one in which the sellers hold the whip hand, is evidenced by the change that took place in rubber and advanced the price of that commodity from 35 cents to 70 cents per pound in less than three months. There is more likelihood of an advance in the average of commodity prices in the next few months than there is of a decline. Buyers who are covering their requirements a reasonable time ahead are wise.

Ray Arnold

Formerly sales manager of Critchfield & Co., Chicago, has been made local advertising manager of *The Milwaukee Journal.*

G. Lynn Sumner

For the past eight years vice-president in charge of publicity and sales of the Woman's Institute, Scranton, Pa., has resigned, effective January 1, to engage in business in New York City. He joined the Woman's Institute in 1923 after serving for a number of years as advertising manager of the International Correspondence Schools, same city.

Mr. Sumner has for many years been identified with national advertising organizations and is at the present time president of the Association of National Advertisers and on the Board of Directors of the Audit Bureau of Circulations. Articles over his name have appeared in the leading business publications, and he is now a contributing editor to ADVERTISING AND SELLING FORTNIGHTLY.

Technical Publicity Association; Eastern Industrial Advertisers

Of New York and Philadelphia respectively, held a joint meeting at Bethlehem, Pa., where they were the guests of the Bethlehem Steel Company. The meeting was featured by a specially arranged trip through the company's plant and by a short business session.

G. Logan Payne

Publisher of the *Washington Times* and head of the newspaper representative companies, G. Logan Payne of Chicago, and Payne, Burns & Smith of New York, received the honorary degree of Doctor of Laws from Iowa Wesleyan College.

Frederick L. Colver

Who has been connected with magazine publishing since 1881, has been granted a year's leave of absence by the executive board of *Boy's Life*, the national Boy Scout magazine.

Engineering Advertisers Association

Chicago, held its annual meeting in the Congress Hotel on June 8. The following officers were elected for the coming year: president, J. R. Hopkins, Chicago Belting Company; 1st vice-president, S. B. King, Sullivan Machinery Company; 2nd vice-president, J. H. Gregory, Barber-Greene Company; secretary, F. A. Emmons, Foote Brothers Gear & Machine Company; treasurer, C. G. Rehnquist, Webster Manufacturing Company. Directors to serve two years are J. F. Weedon of the Peoples Gas Light & Coke Company, F. R. Adams, Pacific Lumber Company, and M. J. Evans, Republic Flow Meters Company. L. C. Pelott, western manager of the Penton Publishing Company, was elected a director on behalf of the associate members.

[ADDITIONAL NEWS ON OTHER PAGES]

THE NEW YORK TIMES, MONDAY, JANUARY 19, 1925. 13

ADVERTISEMENT. ADVERTISEMENT. ADVERTISEMENT.

WHO ARE THE FRIENDS OF THE PEOPLE?

AFTER the Battle of Waterloo, Napoleon fled to Paris and remained there a few hours. In the street below the crowds cheered his name.

In amazement Napoleon turned to those beside him: "Why do they cheer me?" he cried. "What have I done for them? I found them poor—I leave them poor."

That, too, is the tragic epitaph of all the demagogues. In their self-seeking they promise everything and leave the people to pay the price for such promises. The people pay in disillusionment, in blasted hopes, in high taxes, and in the evils of patent-medicine economics.

When wheat began to climb last August, "friends of the people" told the farmers that it was all a trick of the interests—Wall Street manipulation—to get the farmers' vote; that after election prices would go down to the old level.

Thousands and thousands of the farmers acted on the market forecasts of those political prophets and dumped their grain. They refused to listen to the voice of business; they spurned facts and figures of world conditions. As a result, on every bushel they sold, growers who followed the demagogues lost the advantage of a forty- or fifty-cent advance. In the aggregate, they lost more than a hundred million dollars on wheat alone.*

WHAT PRICE DEMAGOGY! What a striking contrast between the record of the demagogue and the record of business! Business does not "find the people poor and leave them poor."

General Electric finds the people in darkness and leaves them in light.

American Radiator finds them cold and leaves them warm.

International Harvester finds them bending their backs over sickle and hoe and leaves them riding triumphantly over their conquered fields.

Standard Oil and Henry Ford find them shackled to their front porches and make them masters of time and space, citizens of a larger world.

Business is a *real* friend of the people.

It is high time, in these days of careless thinking and reckless action, that some one stand up and tell the people who are their real friends.

WHEN OWEN D. YOUNG became Chairman of the Board of the General Electric Company, he said:

"Only one danger confronts us. The future electrical development of the United States is bound to be enormous. No one can prevent it, and all must profit by it. The danger is that the growth of our industry will outrun public understanding; that people will see and fear our size without understanding our service. We must make it clear to all that progress consists in lifting the burden of routine and drudgery from human shoulders to the tireless shoulders of the dynamo; that every loafing stream is loafing at the public's expense; that every added kilowatt means less work for some one, more freedom, a richer chance for life."*

American business, as a whole, faces that danger today, the danger of outrunning public understanding.

The public must have the opportunity to understand the intricate workings of business and the goals to which business men look.

NATION'S BUSINESS is a magazine which believes that the foundations of business are sound, that business men are just and honest and eager to give more than value for money received. It is a magazine devoted to the task of interpreting not only the aims and beliefs of business, but the increasing interrelations of industry as well. Published by the largest business organization in the world, it is founded on the belief that anything not for the good of the public is not for the good of business.

Subscribers today, 170,000; five years ago, 42,000.

*The February number gives the details of this interesting incident of political history.

*See February number for "Facts that the Senate Didn't Get."

THE NATION'S BUSINESS

MERLE THORPE, *Editor*

PUBLISHED MONTHLY BY THE CHAMBER OF COMMERCE OF THE UNITED STATES, WASHINGTON, D. C.

This is the third of a series of newspaper announcements being run by NATION'S BUSINESS in the—
New York Times
Chicago Daily News
Cleveland Plain Dealer
Kansas City Star
and
Washington Post

A Few Notes Regarding Industrial Conditions in Birmingham

JUDGE GARY rode in the caboose on the first ore train to operate on the new elevated railroad of the Tennessee Coal, Iron and Railroad Company on June 1. This "high line," five miles long, reaches from the furnaces in Ensley, across the valley to the iron ore mines on Red Mountain. It cost $2,500,000 and took two years to build. An ore train runs from the mines to the furnaces in fifteen minutes now where it used to take two hours.

The four new open hearth-furnaces of the new steel mill at Fairfield are now in operation. The steel mill at Ensley established a monthly record in May producing 112,535 tons of ingots.

The new sheet steel mill at Fairfield, which will have a capacity of 85,000 tons of steel sheet per month, will be completed within sixty days and will be in operation about August 1.

The tank and tank car plant of Reeves Bros., Inc., Alliance, O., at Woodlawn, will be completed within sixty days and considerable steel will be required there.

The new high explosive works of the Hercules Powder Co., below Bessemer, which cost around $1,000,000 will be placed in operation the day after public dedication on June 17. This plant will manufacture 100,000 pounds of dynamite monthly.

The Barrett Company will complete within the next sixty days ovens for the carbonization of pitch. At the present time bee-hive ovens of the Gulf States Steel Company are being used in the manufacture of pitch coke.

The Harbison-Walker Refractories Company will complete its Bessemer plant of fire brick and fire proofing products within the next thirty or sixty days.

The L. L. Stephenson Company have started work on a development at Cordova for the manufacture of a light face building brick with a capacity of 60,000 a day. This plant will cost $300,000 and will be completed within the year.

The Birmingham News, the dominant newspaper in this rich industrial field, carried 1,495,830 lines of advertising during the month of May which is a good increase over the same month last year. National advertisers who enter this splendid market always use The News.

Net Paid Circulation Greater Than

77,000 Daily 87,000 Sunday

The Birmingham News

THE SOUTH'S GREATEST NEWSPAPER

NATIONAL REPRESENTATIVES

KELLY-SMITH CO. New York | J. C. HARRIS, Jr. Atlanta | KELLY-SMITH CO. Chicago

VOGUE, VANITY FAIR, HOUSE & GARDEN have not been drawn together into an advertising "group" in a haphazard fashion.

Years ago, Mr. Nast conceived the idea of some day publishing a set of magazines to satisfy the various buying habits of the well-to-do families of America.

First, he raised Vogue to the pinnacle of the foremost style authority in the world.

Then he built Vanity Fair into an unique guide for smart women and men who recognize the social and business value of being interesting; there is no other book like it.

Finally, he launched House & Garden as a practical guide to charming homes, their furnishings and gardens.

These three books—Vogue for the smart thing to wear; Vanity Fair for the smart thing to do; House & Garden for the smart way to build and furnish—together answer the spending problems of the class market.

VOGUE
VANITY FAIR
HOUSE & GARDEN

THE CONDÉ NAST GROUP

All members of the Audit Bureau of Circulations

YES—the Realtor is the creator of cities, but who created the Realtor? "Realtor" is a coined name. It was coined to identify only the members of the National Association of Real Estate Boards.

But like all coined names, "Realtor" depended—and depends—for its success and popularity largely upon advertising. For the word is more effective when sufficiently advertised—when a great majority of the people become familiar with its meaning.

The task of making "Realtor" a familiar word—a word with a special significance—to all Detroiters was entrusted to the Campbell-Ewald Company—

with the result that each day a larger share of the immense realty business of America's fourth city is being handled by—Realtors!

The Campbell-Ewald organization of 160 people, owned entirely by the men who operate it, with a volume of business placing it among the first ten agencies in the country, is at your service to handle large or small accounts. At any time, anywhere, we'll be glad to talk with you.

CAMPBELL - EWALD COMPANY

H. T. Ewald, *Pres.* E. St. Elmo Lewis, *Vice-Pres.* Guy C. Brown, *Vice-Pres. and Sec'y* J. Fred Woodruff, *Treas. and Gen. Mgr.*

Advertising Well Directed

General Offices: DETROIT, MICHIGAN

New York Chicago Toronto Los Angeles San Francisco

Governor Smith honors Martha Van Rensselaer

"A COLLEGE OF HOME ECONOMICS

"In signing the bill transforming the School of Economics in the College of Agriculture into the New York State College of Home Economics at Cornell University, Governor Smith has dignified one of the most important enterprises concerned with instruction in home keeping. It is now twenty-five years since Miss *Martha Van Rensselaer* started her class in home economics . . . at Cornell. Tradition has it that the only furniture was a table and two chairs. To-day there is . . . a large Faculty and hundreds of students. Under the joint leadership of Miss *Van Rensselaer* and Dr. *Flora Rose*, this pioneer school has steadily grown and has exerted a great influence, direct as well as indirect, on the training of women throughout the State. At Syracuse, at Columbia, at St. Lawrence University, at Albany, at the Pratt Institute and elsewhere much time is devoted to kindred work, but the practical impetus in New York State is largely due to Miss *Van Rensselaer's* energy and imagination. . . .

"The story is told of Miss *Van Rensselaer* that she put a pedometer on a houseworker and found that in three days she walked fourteen miles in and about her kitchen.

"By judicious rearrangement of the kitchen this distance was reduced to nine miles. With the purchase of a few household implements the household mileage was reduced to seven.

"The imagination which conceived this experiment has devised hundreds of other means of lightening the labor of housewives and of teaching them plain things which they could never have learned by themselves. Such work is on a par with that which devises the means of making three ears of corn grow where only two grew before. By relieving material burdens it makes more time for the enjoyment and appreciation of the less material sides of life."

From an Editorial in The New York Times, March 4, 1925.

Miss Van Rensselaer is Editor of The Delineator's Home-Making Department —and also co-director of the New York State College of Home Economics of Cornell University.

¶ Great as Miss Van Rensselaer's influence is at Cornell, The Delineator has multiplied it a thousand-fold. For Miss Van Rensselaer's advice, her helpful, practical suggestions are eagerly awaited in the more than a million homes where The Delineator is read. To them she is more than Martha Van Rensselaer, founder and co-head of the New York State College of Home Economics at Cornell. She is more than one of the twelve greatest women in America. To them she is Martha Van Rensselaer, their friendly adviser in household problems—the editor of the Home-Making Department of The Delineator.

THE DELINEATOR

Founder of Better Homes in America

Butterick Building, New York

The Butterick Combination

THE DELINEATOR 20c and THE DESIGNER 15c

Buffalo the Wonder City of America

The City of Ideal Climate

Good climate. Buffalo has a wonderful record of climate that is free from the extremes of heat and cold.

During 50 years Buffalo has reached 95 degrees only three times and 14 degrees below only once. In the same stretch of years the average mean temperature for June, July and August was 67.7 degrees—while for December, January and February it was 26.1 degrees.

No Torrid nor Arctic weather here.

Buffalo winters are comparatively mild. A ten-year period shows Buffalo under zero 26 times, Albany 80 times, Cleveland 45 times, Chicago 97 times, Denver 99 times, Kansas City 54 times.

All of which indicates and proves that Buffalo's climate is ideal for producing, for buying, for living. It is a contributing factor in Buffalo's success as a great market.

More than a million visitors will spend part or all of their vacation in Buffalo this summer

Cover the Buffalo Market with the

BUFFALO EVENING NEWS

A.B.C. Mar. 31, 1925
129,777

EDWARD H. BUTLER, Editor and Publisher
KELLY-SMITH COMPANY, National Representatives

Present Average
133,009

Marbridge Bldg., New York, N. Y. Lytton Bldg., Chicago, Ill.

"Tie-Up?" Yes— Here's a Sample

Crowley, Milner & Co.

Detroit, Michigan

Has complete lines of the following merchandise advertised in The Christian Science Monitor:

The Armand Co. Toiletries
C. Brandes, Inc., Radio
The B. V. D. Co., Inc., Underwear
Karnak Rugs
G. & C. Merriam Co., Dictionaries
Naiad Dress Shields
Pequot Sheets and Pillow Cases
Q.R.S. Player Rolls
Victor Talking Machines
De Forest Radio Sets
Pepsodent Dentifrices
Premier Elec. Co., Vacuum Cleaners

This Advertisement

recently appeared in The Christian Science Monitor, an International Daily Newspaper, which publishes regularly the messages of 250 National Advertisers and 7500 Retail Dealers in the United States and other countries.

The Christian Science Monitor

107 Falmouth St., Boston, Mass.

Branch Advertising Offices in New York, London, Paris, Philadelphia, Chicago, Cleveland, Detroit, San Francisco, Kansas City, Los Angeles, Seattle, Portland.

Volume Five
Number Four

Advertising & Selling
FORTNIGHTLY

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© Brown Bros.

Buried Fortunes

SOME men invest fortunes in telling the great American public about their wares by means of advertising and the public goes shopping and returns these fortunes with interest.

Advertising swallows up other men's fortunes in great greedy gulps without rewarding them for their faith.

In the sane and constructive leading article in this issue—"The Fortunes Buried in Advertising"—Robert R. Updegraff analyzes the reasons for this and develops five questions against which every advertising program should be checked before the spending starts.

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CHICAGO: JUSTIN F. BARBOUR, Peoples Gas Bldg.: Wabash 4000
NEW ORLEANS: H. H. MARSH, Mandeville, Louisiana
CLEVELAND: A. E. LINDQUIST, 405 Swetland Bldg.: Prospect 351
LONDON: 66 and 67 Shoe Lane, E. C. 4: Telephone Holborn 1900

Subscription Prices: U. S. A. $3.00 *a year. Canada* $3.50 *a year. Foreign* $4.00 *a year.* 15 *cents a copy*

Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising, Advertising News, Selling, The Business World, Trade Journal Advertiser* and *The Publishers Guide. Industrial Selling* absorbed 1925

Member Audit Bureau of Circulations and Associated Business Papers, Inc. Copyright, 1925

CONOCO GASOLINE is one of a large line of high grade petroleum products, for the home and the farm as well as for automotive purposes, which have been marketed by the Continental Oil Company and advertised by the H. K. McCann Company in the Rocky Mountain region during a long period of years.

That motorists find a complete and uniform power "chain" in Conoco Gasoline is due to the character and the uniform high quality of the product. That motorists *look for* and expect to find a complete and uniform power "chain" in Conoco Gasoline is due to years of "Truth Well Told" in Advertising.

THE H. K. McCANN COMPANY

Advertising

NEW YORK CLEVELAND SAN FRANCISCO
DENVER CHICAGO LOS ANGELES
MONTREAL TORONTO

JUNE 17, 1925

Advertising & Selling
FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors: Robert R. Updegraff Marsh K. Powers Charles Austin Bates
Floyd W. Parsons Kenneth M. Goode G. Lynn Sumner Russell T. Gray
John Lee Mahin James M. Campbell Frank Hough, *Associate Editor*

Fortunes Buried in Advertising

And Five Key Questions That Will Save Other Fortunes

By Robert R. Updegraff

I HAVE often marveled at the self-restraint of publishers and their advertising representatives, and of the salesmen representing other mediums of advertising, in not talking back to some of their advertisers and telling them why their advertising fails, or why it shows up so poorly in sales or results so often.

Not that I am particularly interested in the fortunes of the publishers; as a class publishers have done pretty well—at least the deserving ones have. What I am interested in is the success of this great force which we call advertising, which seems to work such magic for some men, and which has swallowed up other men's fortunes greedily without rewarding them for their faith.

The cemetery of business is rather too thickly dotted with the gravestones of fortunes, some great and some small, buried in the name of advertising. Instead of being *buried* these fortunes might have been *planted* to yield a fine harvest of sales, had the investment been properly cultivated.

It may profit us all to follow this path through the cemetery and see where it leads. First of all, it seems to lead to the simple but rather profound conclusion voiced by Albert D. Lasker in a recent speech. Mr. Lasker said: "No advertising agent can make an advertiser a great success who would not have been successful if he had not advertised."

Nor can any advertising medium, I should like to take the liberty to add, produce any such result.

© Brown Bros.

WHAT the public wants is *proof*, not claims. The advertiser should arm himself with facts, figures, records of performance, results of tests; he should, if possible, establish a method by which the public can answer this question for itself, in advance of purchase. In short, to gain the greatest success for any product, this question must be answered as effectually as though the success of the business depended entirely upon providing a convincing answer

Narrowing the path of our consideration to an individual advertising campaign—or program, to use a better word—it may be said with equal truth that no advertising program is very likely to be a great success which would not have been successful without the advertising — not *as* successful, perhaps, but successful.

Most of the advertising programs that have failed, failed before any advertisements were run; and most of the graves in which advertising fortunes lie buried were yawning to receive them even before the spending began.

If there were an advertising Hamlet, the melancholy Dane,

wandering through our cemetery, might stoop and pick up the skull of some of these almost forgotten skeletons and soliloquize: "Alas, poor Yorick, I knew him . . . a fellow of excellent fancy—but without a foundation 'pon which to build."

The fancy to advertise is strong in many men; but the will or the skill required to build a suitable foundation upon which to rear an advertising success seems to be found in comparatively few.

Yet just as it is true that most of the advertising programs that have failed, failed before any advertisements were run; so is it true that advertisers who have succeeded greatly have succeeded primarily because they "set the stage for success" before they started to advertise.

Setting the stage for success is the unromantic part of the job, just as building the scenery and rehearsing the cast of a play is apt to be drudgery. Yet in either case the success of the enterprise depends largely on what kind of a job has been done before the curtain rises.

I never think of the planning of an advertising program but I think of that old story, which I have told before but which will bear repeating, of the newspaper correspondent who came upon General Kuroki fishing in a stream near Japanese army headquarters at a time when the Russian and Japanese armies were in the thick of the most decisive Manchurian warfare.

"General!" the correspondent exclaimed. "You don't seem to be worrying much about the result of the battle."

"No," replied the little general, upon whose shoulders rested the principal responsibility for the success of this Manchurian campaign. "This battle was fought two years ago in Tokio."

The success of any advertising program is not made in the pages of periodicals, or on sign-boards by the roadside; nor is it made in dealers' stores, contrary to the often-voiced opinion to that effect. These places are but the battle grounds upon which the advertiser engages the public and his competitors in his battle for sales and good-will.

To insure victory the battle must be carefully fought out beforehand, in the advertiser's own office.

A very thick volume might be filled with detailed considerations of the methods of fighting this battle, just as whole libraries have been written on the science of attack and defense in warfare. But if we deal in a few simple principles we will get a better idea of how an advertising success is likely to be achieved, and the methods will suggest themselves almost automatically.

These principles can be best crystallized, perhaps, in five Key Questions, which should be answered in *plans* and *materials* and *arrangements*, before any program of advertising is entered upon:

1. Where is the natural market for this product?
2. Who form the market for this product?
3. What will people want to know about this product?
4. How can people take advantage of this advertising?
5. Are we ready to start?

These five questions seem simple in themselves; but start analyzing them and see how quickly they lead into the very heart of the battle for business success.

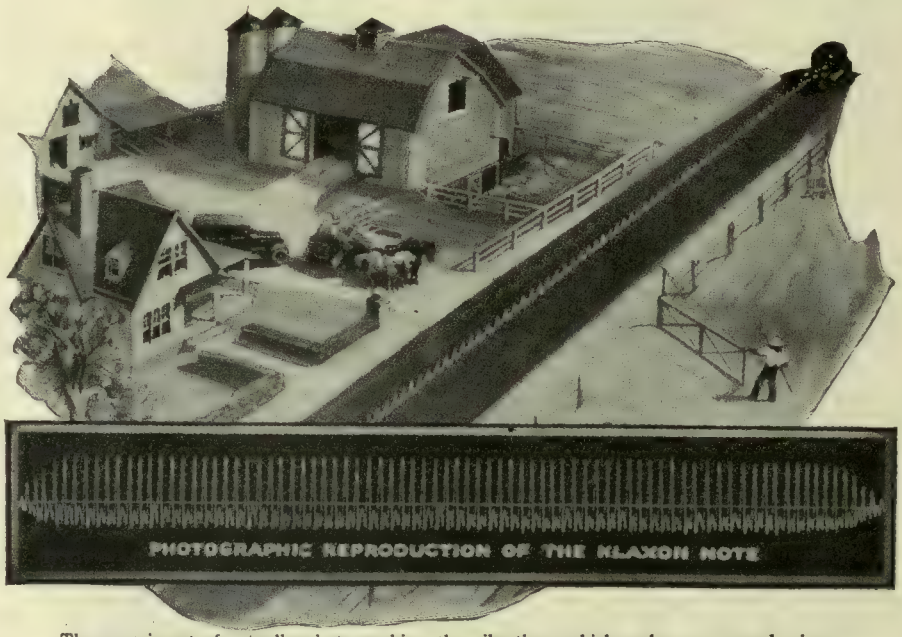
Begin with Key Question No. 1. I know of one fortune of half a million dollars, and of another nearly as large, buried in an advertising grave because the simple matter of geography was not taken into consideration in advance. The *where* question was not answered until it came up at the inquest!

Sometimes this first Key Question can be answered with nothing more than ordinary common sense as a guide; then again it may require months of painstaking research. But until it is answered such fundamental *business* considerations as the location of the enterprise, the type of selling organization or the kind of sales effort required, the strategic placing of branch offices or warehouses, and determination of the limits of the area to be covered by the advertising and sales program, cannot be settled intelligently.

Key Question No. 2 asks: "Who form the market for this product?"

The basic problem of pricing the product; the problem of volume, involving the question of how much to invest in production machinery or equipment; the physical characteristics of the product itself; the calibre of salesmen required to sell it; and many other equally elemental *business* factors often depend upon the

[CONTINUED ON PAGE 36]



The experiment of actually photographing the vibrations which make up a sound, gives visible proof of the superiority of the Klaxon note.

ANSWERING the question, "What does it look like?" may involve having pictures made—not just ordinary pictures that will mean something to the person who is familiar with the product, but pictures that tell the story to the uninitiated; perhaps such pictures as have never before been made. An admirable example of what may be accomplished in this respect is shown by the illustration reproduced above, which is taken from a last year's advertisement of the Klaxon automobile horn. Since science has made it possible to photograph the vibrations which make up sound, visible proof is presented to the reader of the evenness and carrying power of this particular note. An unusual illustration and a highly effective one.

On Making Partners of Your Agents

By Roy S. Durstine

ANYONE who has observed the advertising business has noticed that an agency will make an excellent record for one advertiser and apparently will fail dismally for another. Why should it?

The same men, using the same set of brains, with the same equipment and the same wealth of magazines, newspapers and other media from which to choose, have certain customers who have been with them for years and others who stay for a year or so and then tell the world and sundry that they "couldn't get anything out of that outfit."

Is it reasonable to suppose that in the one case the agency has tackled its job with enthusiasm while in the other it has decided to take as much and do as little as possible before the advertiser comes to his senses?

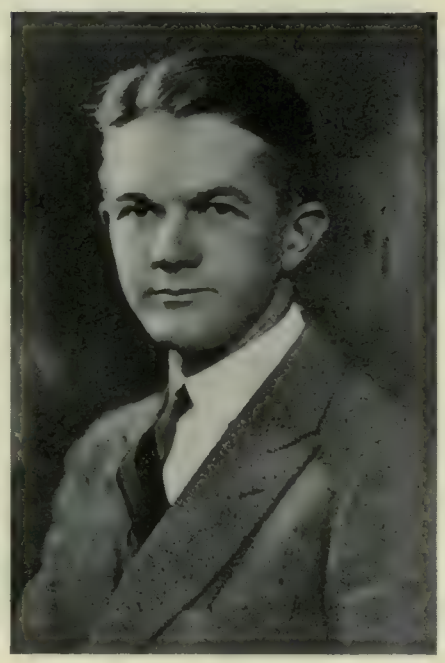
Suppose you are planning to build a house. You hear of the work of a good architect. He has planned two houses occupied by your neighbors, both of them close at hand.

You visit these houses and look through them with unusual interest, and afterwards you say, in the bosom of your family:

"I don't see how the same man could have built those two houses. The Robinsons' is a corker—roomy and comfortable and full of pleasant and unexpected ideas. But the McCullums' is a sight! Did you ever see so many trick cupboards and chopped-up rooms? They haven't a room of decent size on the second floor, but they certainly have a lot of sleeping-porches and linen-closets!"

That architect could tell you a sad story. He could tell you that when the Robinsons came to build their house they didn't greet him with a bundle of clippings from *House Adorable*. They didn't start by telling him that the butler's pantry must have a northern exposure or that the nursery had to have an indoor running-track.

They just showed him their lot and told him how much they had to spend and how big their family was and let him get started on his own



Roy S. Durstine

idea of the kind of house that would fit their taste, family, purse and lot.

But the McCullums! They knew the dimensions of every room. They had an exterior upon which they had settled even though you couldn't stuff it with their rooms without making it bulge on one side and sag at the top. They had more closets than windows. In their house they had more ideas than nails.

HE did the best he could, poor soul. But he hated that house as it reared itself on paper before him and he hated it still more as it progressed and as the McCullums made him lop off the sun porch to make room for a crokinole court for young Mr. Harold McCullum.

While everything was being delivered right on the dot for the Robinson house, telegrams were arriving to tell why shipments for the McCullums, were lost on a siding near Ashtabula. Everything breezed along for the Robinsons; every union on earth called a strike just as its members set foot on the McCullum threshold.

There are advertising programs like that and there are advertisers named Robinson and others named McCullum.

When the McCullums start to advertise they begin by haggling over terms. You can't tell them. They *know* that agencies cut their rates and rebate part of their commissions. They know because they have had three that did, in the past two years. Maybe that's why they have had three in the past two years and are now looking for an agency.

Well, all right; they will pay full rates. But they'll make this new agency earn its commissions. Then the fun begins.

The first meeting consists of a monologue by the president, a recital of the long and glorious history of the house of McCullum. At the next meeting the vice-president explains all the things that can't be done. The sales manager makes it clear that his salesmen take no stock in advertising and would prefer to have the appropriation distributed among them at the end of the year.

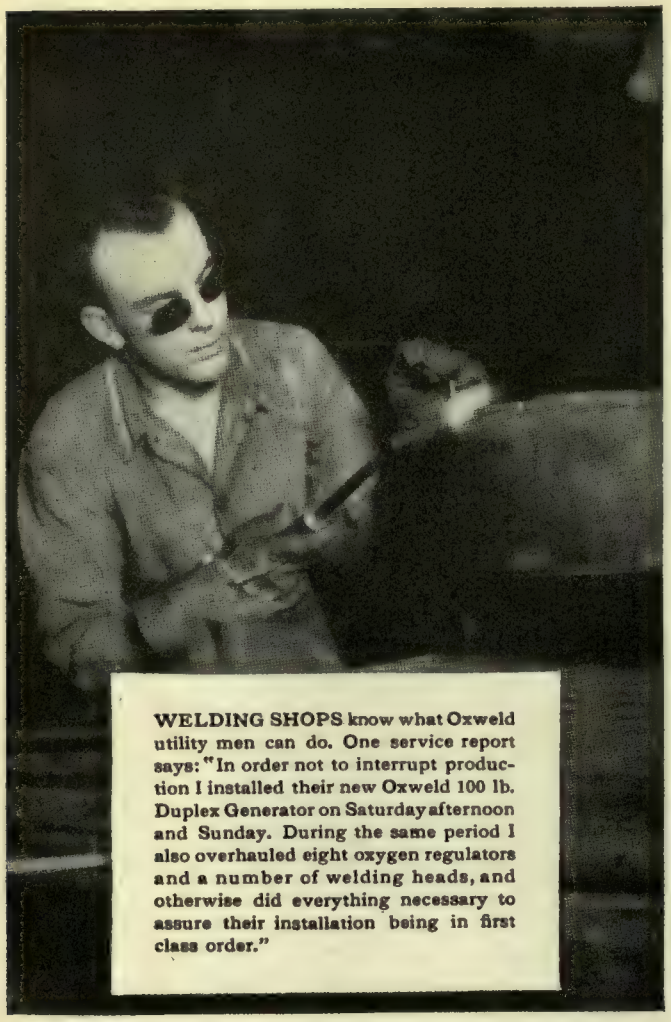
When the agency submits its first draft of the advertising plan, accompanied by rough sketches and copy ideas, the comma-hounds are unleashed. That picture doesn't look like their factory. This word should never be spelled this way: it's a house rule.

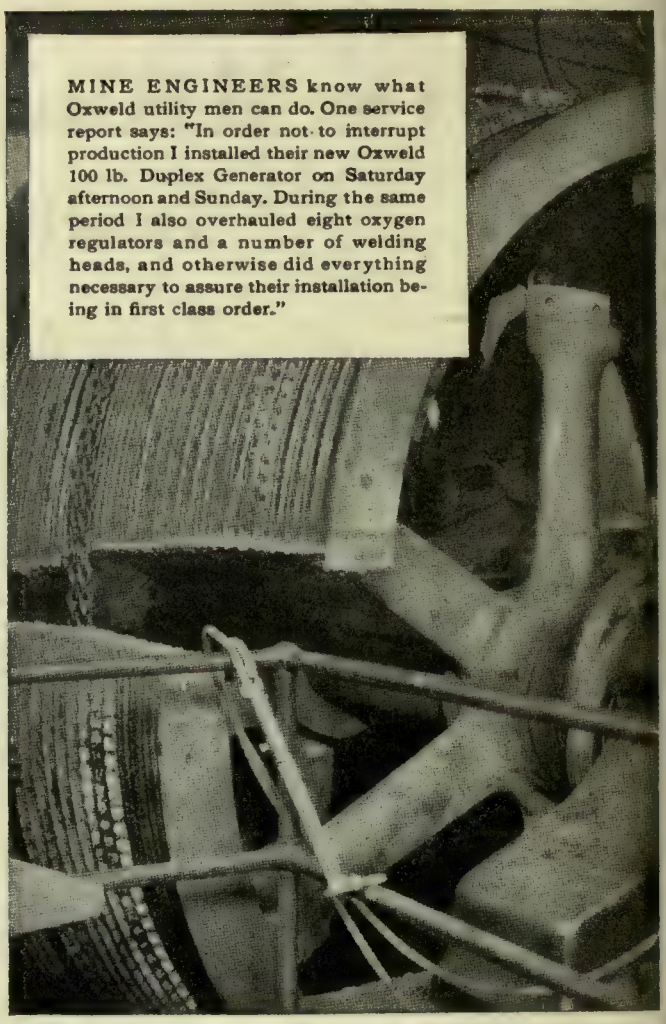
Hadn't they explained that the president's wife hated blue? And that since the secretary was poisoned by a clam on his last trip to New York he had never liked gray? And that the firm signature, designed originally by a bibulous sign-painter in the winter of '78, must always appear exactly in the same sacred form? Well, they had meant to explain all these traditions and they supposed it would take any new organization a little while to get the hang of these things.

"They'll be all right," the agency representatives assured one another on the way to the train, "as soon as we get better acquainted."

But the copy had to be passed

[CONTINUED ON PAGE 58]





Addressing General Copy to the Particular Industry

THE problem of addressing particular advertisements to particular industries is one which has always proved perplexing to the advertiser of technical products. When the product has varied applications in a number of different industries a single piece of copy will, of course, have a more or less universal appeal, but it has proved much more satisfactory when the copy appearing in the different trade journals can address directly the different industries to which those particular journals go. The greatest objection to this is the cost. Electros are expensive; the copywriter's time is expensive. How are these objections to be overcome?

The current campaigns of Oxweld welding and cutting apparatus and Linde Oxygen provide good examples of what may be done along these lines at a minimum of expense and trouble. Both of these products, obviously, are closely related in their uses, and both are manufactured by the Union Carbide and Carbon Corporation. Their use is common to a large number of industries. The copy appeal is general. But how can each separate industry be made to feel that the particular copy which reaches it is addressed to it alone and has a particular application to its problems?

Oxweld features pictures. Reproduced in this article are typical examples. In each advertisement the layout and the main text are identical. However, the halftone and the type panel inserted upon it differ. Each photograph illustrates a condition which prevails in whatever industry is being addressed. The message which it conveys is addressed directly to that industry by name and cites what is merely a typical instance of Oxweld service. The instance is in each case the same; it is one of those cases which might apply to practically any industry. Only the first sentence is changed. "Construction companies know what Oxweld utility men can do," says one advertisement, and proceeds to quote from a service report which might apply to the construction business—or to the plumbing business with equal facility. "Machine shops know what Oxweld service men can do," another declares, and relates the story of the same service report, as applicable to machine shops as it would be to welding shops, oil and gas com-

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How We Pick Salesmen for Export Markets

By F. W. Copeland
Vice-President, Sullivan Machinery Company

BEFORE selecting your representative to go to a foreign country read over the power of attorney required by that foreign government before permitting a registered branch. You will find that you must delegate powers that your directors would hesitate to give to your president. He can commit you to fines and obligations that might wipe out your investment in that country and inflict a serious additional loss. This will make you think twice and will keep you from sending a cub salesman, or an unsuccessful relative, or some man you picked up through an agency. As a matter of fact, the most serious price that a manufacturer must pay for export business is the taking from the domestic organization the best salesman.

Pick a man who has been with you at least five years, who is loyal above all things, who has a sense of values, who is a plugger in the face of discouragement, and who is a gentleman. He should be adaptable to new circumstances and if possible, have the saving grace of a sense of humor. He should have some thrill of adventure but back of it should have the instinct eventually to save money and settle down. Your secret hope is that your man will not only make good in that market but will want to live there all his life. It rarely happens this way, but the man who goes out with the feeling that he is willing to build his life wherever his job leads him is ten times more valuable than the man who wants three years of adventure outside the twelve mile limit, then a guarantee of a job at home. There is no reason why any ambitious man should not settle for life in London, Paris, Brussels, Madrid, Milan, Mexico City, Shanghai, Sydney, Melbourne or Johannesburg. In each of these cities he can find as many intimate friends as in his particular suburb outside of New York or Chicago. This statement applies only to the man with sufficient breadth and depth to interest himself in community interests, art or literature.

You must first sell the idea to your salesman, pointing out the unusual opportunity to make a conspicuous record. Man after man comes to me from our domestic organization asking for a foreign job because he sees that advancement is faster in the foreign department. I tell a man frankly that for the first two years he is not going to be worth his salt in that foreign country. The company holds the bag while he flounders around learning the language and customs. We are not going to invest this money unless he will at least express a willingness to remain away indefinitely if he finds the life attractive. If the man is married his wife's tastes should be consulted even more than

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OFTEN under foreign conditions the representative of an American concern is called upon to exercise powers that the directors of the company would hesitate to give the president. It is, therefore, advisable to send the very best salesman on the domestic force when invading a foreign market

his own. There can be cases where the wife is the stronger asset of the two, as it is her courage and cheerfulness that make any home attractive. We do not make contracts with our man. We give him a letter saying that his salary will be the same as before, plus $100 per month foreign bonus. We will give him a free trip home at the end of two years. We will bring him home if we fire him, but he will pay his own return expenses if he quits. This trip home after two years is indispensable. By that time the realities in the foreign country have fought a losing fight with the illusions of the United States. Bring him home for a month or so and he will find that life in America has its irritations and discomforts. Then he usually goes back for a three year period. On his return to the foreign country he gets a thrill of pride to find that the language is natural to him and that his friends out there are awaiting him with more cordiality than his busy preoccupied friends in America.

Of course you increase his earnings from time to time. It has proved a good scheme to advance the salary moderately, increase the foreign bonus slightly and then give a commission arrangement with a guaranteed minimum and an accepted maximum. The bonus is necessary, because if you bring your man back to this country for a job you must have a clear cut reason for paying him less than on his foreign assignment. The guaranteed minimum frees him from the dread that he will be left high and dry if business is paralyzed by a revolution or collapse of exchange. The accepted maximum, set high enough to leave plenty of margin for ambition, is fair to the employer as protection against the contingency of a new and unexpected market developing suddenly. Many an American company is paying a foreign manager sums all out of proportion to his value but because a new invention or a new line has been developed by the home organization without the slightest effort in that foreign field.

Remember that your representative, unless he is a rounder, must be able to save money. His dream has got to be to lay up a nest egg so that eventually he can retire. He realizes after a while that his value is his specialized knowledge of that foreign country and that he never will come home to work for less money.

To offset this you must constantly bear in mind that no man is irreplaceable. When you have spent money training a man in a foreign country and have built an organization around him, his resignation would cost you a pretty penny. So, when he demands a raise in pay it seems much easier to spend a thousand dollars a year more in keeping him than to spend ten thousand replacing him. This is fatal. I know several American firms that are absolutely at the mercy of their foreign managers because they have let them reach a point where they cannot be replaced. You will lose a few nights sleep but will come out of it a lot better off if you bounce right on a man when he strikes for an increase. Make the raises come from you and not from his threats.

Remember that your reputation in a foreign country is absolutely in the hands of your representative. If he is a braggart or a blusterer, your firm is considered cheap. If your man is too thrifty, your firm is rated accordingly. Try to pick your man of the type who, if you saw him at the club, would impress you as being a quiet, resourceful, successful man and one whom you could not absolutely place as being a Chicagoan, a New Yorker, or possibly an Englishman. You want him to own a home in the city of his headquarters and lead an active community life. This is the background that is necessary if your man is going to be big enough to act as an executive of an office that must handle its own advertising, catalogs, warehousing, billing, collecting, banking, protection of exchange, litigation, patent defense, and at the same time run a sales organization, not to mention the strain of cheerfully accepting fatherly advice from a foreign sales manager in Chicago who cannot possibly know the local situation.

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LIFE in foreign countries may offer fully as many attractions as life in the United States. The thrill of prospective adventure often inspires men to apply for foreign selling positions, but the man who is willing to settle down and to build his life wherever his job leads him is ten times more valuable than the man who simply craves three years or so of adventure beyond the twelve-mile limit and then a job back home

With good men in the field you do not have to study and investigate and stew over the countless different methods of financing, shipping, advertising and meeting government regulations. When a man I trust writes—"It is necessary and customary to do this or that," I can say—"I do not understand why, and it strikes me as all upside down, but I am doing what you say," unless it is contrary to a general policy of investment. We pack as they instruct, forward and bill as they require. Occasionally they ask for the moon and get turned down, but not often.

The next question is the selection of Exclusive Agents.

Don't pick an agent on his say so. Send someone out to investigate and if necessary send another man for a year to help the agent get started. Fair sharing of the burden and of the profits is the only successful relationship with an agent.

We assume that the agent is going to relieve us of selling expense, so we go the limit in naming a discount equal to our sales burden. There is no point in giving a small discount with the idea of increasing it later as reward. The agent loses enthusiasm.

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How Old Are Magazines When They Are Thrown Away?

By R. O. Eastman

THE life of magazines as a whole, of different kinds of magazines, and of individual publications, has long been a subject of speculation and debate, with very little in the way of definite knowledge on the subject.

The National Advertising Survey gives credit to John Magee of The Manternach Company, Hartford, Conn., for the suggestion which led to the analysis which is the subject of this report. The suggestion was that very definite facts should be available from a check-up in the magazine graveyard—the junk dealer's establishment, where a large share of the magazines must go when they are definitely discarded.

We were fortunate in finding in Cleveland an ideal plant for this purpose, where magazines were received daily in carloads, bales broken in the cars and the contents delivered to the stock rooms on a conveyor belt.

Our staff men put on overalls, stationed themselves at a point on this conveyor belt and picked magazines on a "run-of-mine" principle. Name and date of issue were recorded, and the data so secured provides the facts in this report.

The check-up was made within a period of one week at the end of April, 1925. The magazines checked came from representative towns in western Pennsylvania and eastern Ohio mainly. The fact that 4 per cent of the magazines were issues one month old or less is indicative that comparatively little time had elapsed between the gathering of the magazines and their receipt by the junk dealer.

Care was taken in the check-up to avoid returns from newsstands (which were easily distinguished) and magazines coming in file order, indicating that they had been stacked up in the home for some time before being discarded. Even with this precaution, further allowance must be made, doubtless, for the time that the magazines may have accumulated in the home before the call of the junk dealer.

So the active or useful life of the magazine in the home cannot be considered as being quite as long, on the average, as the average age at which it reached the graveyard.

It is certain, however, that the age should not be *greater* than the figures here reported, and the process is as fair to one publication as another. So the contrasts and comparisons ought to be entirely fair, at least as applied to the territory from which the magazines came, which, in turn, is a typical territory.

In this check-up, weeklies were checked only as to the month and not the week of issue, as it was thought that a sharper definition would serve no useful purpose in this analysis.

A total of 2307 publications were checked. In the figures on average age given in this bulletin (Section A) only issues of 1924 and 1925 were considered.

Twenty-four per cent of the 2307 magazines were issued prior to 1924. We have arbitrarily assumed that most of these were not actively alive in the homes from which they came, and therefore

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Editor's Note

WE submit this article for the benefit of those of our readers who are interested in the study of space buying from every angle of the subject. The facts and figures quoted here were compiled by the National Advertising Survey, conducted by R. O. Eastman, and they speak for themselves. However, they are physical facts which present only one phase of the subject, and the reader should take them at their face value. The Fortnightly presents them merely as interesting facts gleaned from a reasonably exhaustive survey. Their relation to space buying should be inferred rather than taken as having any definitely determined effect upon this subject

Age of All Publications Counted:

SECTION A:

Year	Month of Issue	Number Counted	Age* Counted as:	Per Cent of Total for 1924-1925
1925	April	8	½ mo.	3.8
	March	59	½ mo.	3.8
	February	126	1 mo.	7.2
	January	172	2 mos.	9.8
1924	December	151	3 mos.	8.6
	November	141	4 mos.	8.1
	October	159	5 mos.	9.1
	September	138	6 mos.	7.9
	August	132	7 mos.	7.6
	July	104	8 mos.	6.0
	June	118	9 mos.	6.8
	May	110	10 mos.	6.3
	April	118	11 mos.	6.8
	March	93	12 mos.	5.3
	February	56	13 mos.	3.2
	January	59	14 mos.	3.4
1923	1st ½			198
	2nd ½			125
1922	Year			99
1921	Year			37
1920	And prior			104
	Total			2,307

The figures above the line represent 104 different publications which appeared from 2 to 406 times. The average age (weighted age, confirmed by median) was 6.3 months. The largest figure for any one month was 2 months.

*The check-up being made approximately the first of April, publications bearing April and March dates were counted as being one-half month old. This makes some allowance for the time elapsing from the gathering of the publications to their receipt by the junk dealer.

Drawn by Hugh Ferriss for Lehigh Portland Cement Co.

ARCHITECTS were once supposed to have eyes and imaginations. Then the Formula Boys discovered that the "proper approach" to the architect was through an 8½ by 11, file-size *dossier* of dehydrated specifications. So it has remained for Lehigh to chuck all such ad-science overboard, and ask Hugh Ferriss to make some pictures which would be seen by eyes and echoed by imaginations. Lehigh calls the drawings "rendering," which is foxy, but otherwise this cement company stands squarely on a dream-picture of how cement will mass against the luminous sky. Incidentally, it is possible that Mr. Ferriss' portfolio will help a lot of architects to crystallize their conceptions of what this new school, this Hylan-Tutankhamen type of building, really means.

The Basics of Advertising Copy

Repetition as an Aid to Advertising Emphasis

By Henry Eckhardt

JOHN and Jane Publick do not particularly exert themselves to understand advertising. They are not interested in geting the advertiser's point.

So, every device for making the reader read and understand is a device for making advertising pay.

In previous articles we have discussed twelve ways for putting clarity into copy. But, at one or more points, the advertising writer must go beyond vividness to emphasis. He must do more than make the reader see. He must make the reader remember.

When this point is reached, the orator has a fist to pound; the conversationalist has a finger to point; the dramatist has a climax to uncover.

What has the advertising man? Once he had the underscore, and he used it so freely that a block of text looked like a rule book. But the underscore has been exposed. It emphasizes words, not meanings. Similarly, with that other mechanical device—italics. It, too, emphasizes words, not meanings. Both have an occasional usefulness; their frequent use is a confession of writing weakness.

What, then, has the advertising man for emphasis? Quite enough, quite enough.

The first of the emphasis devices is *repetition.*

Suppose it's hosiery—and you wish to describe its extraordinary service in *mileage.* Ordinarily, you would be pleased with:

"Billions of miles, the walkers of the world travel every year in X Hosiery."

Phoenix writes it:

"Miles—miles—billions of miles, the walkers of the world travel every year in Phoenix Hosiery."

If the first is powerful, three times powerful is this second.

A wonderful device—repetition! Like a battery of pointing fingers. At the same time, so simple! So easy to apply!

Henry Eckhardt

Yet how sparingly copywriters use it.

Repetition is of two kinds. The first kind is the simple repetition of a key-word.

Witness this clarion blast from a Johns-Manville advertisement:

"From every old roof in America comes the cry—Re-roof! Re-roof for the last time! Re-roof now!"

THIS construction is the Big Bertha of sentence structure. For sheer emphasis, no other construction approaches it. Its secret is the triple repetition of the key-word in a triple combination of short sentences.

In comparison, double repetition is mild. Yet it, too, has its usefulnesses. Chief among these is spotlighting the key-word which is buried. It halts the hurrying reader, and says, in effect: "Hold on to this."

To illustrate from a recent Postum advertisement:

"She *was* beautiful! Slender, clear-eyed, smiling, with a complexion—a real complexion—that almost made one gasp."

How weak the italized "was." How much greater the emphasis on "complexion."

One of the great difficulties in all copy is to make adjectives mean something. Repetition of the adjective, in the comparative scale, results in a climax.

The various degrees of force thus obtained can all be illustrated from current Chateau Frontenac copy. This copy continuously contrasts the modernity of Chateau Frontenac service with the quaintness of the atmosphere.

Says one sentence, "Come in June, for the quaint atmosphere of this quaint place." Simple repetition, here—and undoubted emphasis!

Continues the copy, "Yet, the service is that of modern America—very modern America."

Suppose it had been written, "Yet, the service is that of modern America." "Modern" would have been quite lost. The comparative is what spotlights "modern."

Suppose it had been written, "Yet, the service is that of modern America—very modern America—most modern America."

Now we have tremendous emphasis. Each succeeding phrase "piles it on." We rise to an impressive climax. In fact, so powerful is the emphasis that we should use this device only for a major point in the advertisement.

The second kind of repetition is repetition of an *idea.* Properly this should be called *reiteration.*

Headlines a Mazda Lamp advertisement:

"Spread Light Everywhere."

Observe the craftmanship which emphasizes this idea in the first paragraph:

"Pour a flood of light down into the arm chair. Shower it liberally into the farthest corners. Scatter brightness broadcast."

The force of this cannot be ex-

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The Most Dangerous Competition in Business Today

By Frank H. Stedman

WITHIN the past two months I have "sat in" on serious conferences in three businesses in widely different fields and watched them struggle with what to them was a new form of competition.

The sales of one company are seriously threatened by new-comers in their field who are running their businesses in modest plants, with small organizations, and without any frills. As a consequence their prices can be and are low.

This company naturally resents these low prices. It cannot meet them because it has a small fortune invested in its model plant; it has an impressive engineering and research organization; it has high-salaried salesmen; it has traditions.

The sales of the second of the trio of companies referred to in the opening paragraph are being eaten into alarmingly by imported merchandise which retails in some instances for less than this company's wholesale price on what to all intents and purposes is comparable merchandise.

This company cannot possibly meet this price. It labors under the disadvantage which is inherent in competing with imported merchandise made in countries where very low labor costs prevail; but in addition it is an old, established business which has built up a plant and an organization that roll up a heavy overhead which must be added to the price of its product. Some of its smaller competitors in this country are finding this foreign competition less troublesome because their overhead is low.

The third company is a service organization which is greatly embarrassed because two competitors are selling the same service for a lower price and making a good profit on each sale. In this instance, too, the trouble may be summed up in the one word—overhead.

The executives of these three companies are spending hours and hours and hours talking over this severe competition. They regard it as something new. But the fact is, it is a phenomenon as old as business: the phenomenon of competition within the gates of a business —the Competition of Overhead, which sooner or later arises in almost every business.

The competition of overhead is particularly insidious. It is insidious in exactly the dictionary definition of the word: "working ill by slow and stealthy means." It builds up so gradually that nobody seems to notice it. Worse than that, it is so comfortable!

One is reminded of the famous experiment with a frog. You will recall that when the frog was dropped into a kettle of hot water he jumped out in a hurry; but when he was put into a kettle of cold water under which a gas flame was burning, the water heated so gradually and so agreeably that he was finally boiled to death without even realizing that he was in hot water!

It is that way with overhead: the only difference is that the temperature of the water begins to show up on the sales records after a while, and there begins to be a bubbling murmur of complaint from the sales force to the effect that they can't seem to meet *anybody's* price any more.

That is the state in which the three businesses referred to find themselves now. What shall they do about it? What *can* they do about it?

At the present time they are going through the "talk" stage. Almost daily they are reviewing the situation, as one might review a parade. All the Excuses and Alibis and Ifs are lined up and marched solemnly up and down in front of

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WITH the countries of Europe and Asia beginning to look more actively to America for business, the American manufacturer who has allowed his overhead to pile up finds himself facing a serious problem of competition. He finds that the old world countries with their endless supply of cheap labor can undersell him in his own market. As the competition from without tightens up many well established manufacturers with elaborate plants are becoming more painfully conscious of the competition within—the Competition of Overhead

THE · EDITORIAL · PAGE

The Inevitable Has Happened

AFTER many months, the announcement which has long been expected in informed circles has been made: the Victrola and radio are to be combined. More specifically, the Victor Talking Machine Company and the Radio Corporation of America are to collaborate to put on the market, this coming fall, Victrola instruments combined with the most modern and highly developed "super-heterodyne" receiving sets.

This is a move interesting to contemplate in a marketing way, for the Victor Company brings to the combination long years of very successful experience in advertising and distribution, while the Radio Corporation brings the newest form of popular entertainment; and two market competitors are turned into cooperators.

Postal Receipts Fall

AS we go to press an Associated Press dispatch announces that the new postal rates which became effective April 15 have operated to produce less rather than more revenue. Based on the decline in May, the postal receipts will suffer to the extent of $12,000,000 per year.

While it is possible that receipts will increase somewhat as the public, and particularly the business world, becomes better acquainted with the new rates; and while the poor showing in May very possibly is explained in part by the fact that many firms hurried large mailings to the post-offices before April 15 to take advantage of the old rate; nevertheless it looks as though the increased postal rates would defeat their own end. It is easy enough to legislate increased postal rates, but not so easy to legislate increased postal receipts!

Figures That Laugh

THE data that publishers and various research organizations are developing for advertisers and advertising agencies is invaluable, and unquestionably is doing much to take the guesswork out of marketing and to render advertising more scientific. But a letter like the following, received by one of our subscribers, is a good thing to prevent us all from making sweeping deductions merely from rows of figures:

There is no reason that we know of why you should not ask us to sell 850 fenders in 1925. There may be, however, a good many reasons why we cannot do it.

You might look at a map and find a town named Brooks, and find that this town has a population of 3100 people. You might figure that for that reason the town should absorb at least 100 Tuxedo suits during the year, but when you get to Brooks you would find that everybody in the town except the commissary boss and the engineer of the factory is a cotton mill operative who doesn't know what a Tuxedo is. In the same way, you can take the map of our State and figure that as there are so many automobiles outside of Fords in this State and as there will be so many fenders smashed in 1925, and as we get such and such a percentage of the replacement fenders, we ought to sell 850 fenders. In this event, however, you would overlook the fact that only about one car owner out of fifty in this State ever replaces a broken fender, but lets it rattle for the life of the car.

You can rest assured that we will sell all the fenders we can, whether it is 850 or 85 or 8500, but we have found that manufacturers' estimates, especially when made at a mahogany desk somewhere north of the well-known Smith & Wesson line, are often rather far off, in one direction or another, when applied to business in our section.

Two Months Tell the Story

THE president of one of the largest business enterprises in America—its capital is considerably in excess of $100,000,000—once said in our hearing: "Within two months of the time a new brand is launched, we can almost always 'feel' that it will be a success or a failure. If we 'feel' that it will succeed, we advance its success by months or even by years by the most vigorous kind of advertising. On the other hand, if we 'feel' that it is headed for failure, we let it die."

From a Bank Letter

THE following interesting paragraph is from the monthly letter sent out by The American Exchange National Bank, of New York:

The only other hope of the manufacturer whose goods do not move in quantities sufficient to warrant the establishment of his own retail stores seems to rest upon the pulling power of advertising. The advertising method of forcing merchants to handle goods has so far been successful, and many manufacturers rely upon it exclusively. But the chain-store merchant who has branched out into manufacturing is making progress with his patient offerings of "something just as good or better—our own manufacture." He nevertheless faces the sentimental objection that he is limiting the choice of his customers, and the power of the printed word is still a potent antagonist of the persuasive tongue. Always there is the suspicion that the merchant pushes the goods he recommends because he makes more out of them, and the consumer is still inclined to stick to the things that he knows—the things he has been told about through advertisements, has tried and found satisfactory.

Such an expression by a metropolitan bank has considerable significance, for it means that bankers are acquiring a clearer conception of the power and place of advertising in the scheme of distribution. The more interested bankers become in advertising, the better; they will help to relate it more soundly to business.

Six Mental Hazards

"A LETTER, to be successful," recently said S. R. Stauffer of Minneapolis, "must run the gauntlet of six mental hazards: It must be opened, read, understood, believed, agreed with and acted upon." An appreciation of *all* of these obstacles to be overcome would probably result in a radical change or improvement in 90 per cent of direct mailings that are made.

Handling National Distribution for a Highly Perishable Product

By L. D. H. Weld

Manager, Commercial Research Department, Swift & Company

THAT waste in distribution may be eliminated or even cut down effectively by wholesale and indiscriminate elimination of the middleman or middlemen is false in theory. If the middleman did not have a place in the scheme of things —if he did not have some economic justification for his existence—he would long ago have been eliminated by natural forces.

Goods must be assembled; they must be stored; all the different steps, including the actual distribution, must be financed; risk must be assumed for price fluctuations, etc.; goods must be sorted and graded into packages, case lots, etc.; the actual selling—salesmen and advertising—must be arranged; and transportation must be paid for. These seven services are rendered by middlemen. They are specialists in their field and have developed a high degree of efficiency in most cases. Before any manufacturer can think of eliminating them with one broad stroke, he must ask himself the question, "Can I perform these services more economically myself?"

The answer to that question must involve a number of elements. In the case of Swift & Company, the most vital of these is the perishability of the product. The more hands the goods have to go through, the more time is taken up in the process; and delay, in our business, is fatal. Our fresh meat products are of so highly perishable a nature that they must reach the consumer not more than two weeks after the animals have been slaughtered. Several days must be allowed for cooling and shipping before the product is ready for distribution in our branch houses, and then we have, roughly, a week's time to put it in the hands of the vast number of retailers who are located all the way from Maine to the Pacific coast.

In our own case we have eliminated the middleman but we have not eliminated his functions. Simply, we are our own middlemen. To handle our vast market, we have four hundred branches which distribute to local territories. As a rule these are located in cities or towns which are so situated that they form convenient centers from which to distribute to the outlying country for a reasonable distance around.

However, in many cases it is impossible to reach districts more remote from any of these branches; districts where the towns are so scattered that it would not pay us to establish separate branches to deal with them. To handle these, we have established what we call "car routes." Salesmen are assigned to regular territories and they must cover these, taking orders as they go and relaying these orders on to headquarters as quickly as they come in. The shipments follow immediately in refrigerator cars. The individual orders are made up in advance and the packages are loaded on the cars in the order of the stations along the line—the package for the farthest station being loaded first and so on until the lot for the first point of call is placed nearest the door. Thus the time for unloading is reduced to a minimum and the shipment is enabled to proceed at the fastest possible rate. In some cases the local dealers call for their consignments in their own conveyances; in others the company handles the delivery to the stores through arrangements with local draymen.

This system has been found to work almost automatically. It must needs do so if it is to work at all. The salesman must travel on an accurate schedule and he must be on time for each call. He must cover his whole territory and he must get a volume of business from that territory which it has been found that

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Portions of an address delivered before the Advertising Club of New York.

BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

An advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
W. R. Baker, jr.
Frank Baldwin
Bruce Barton
Robert Barton
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
Arthur Cobb, jr.
E. H. Coffey, jr.
Francis Corcoran
Margaret Crane
Thoreau Cronyn
Webster David
C. L. Davis
Rowland Davis
W. J. Delany
W. J. Donlan
Ernest Donohue
B. C. Duffy
Roy S. Durstine
G. G. Flory
R. C. Gellert
Geo. F. Gouge
Gilson B. Gray
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Clara S. Hawkins
P. M. Hollister
F. G. Hubbard
S. P. Irvin
Henry S. Jones
Charles D. Kaiser
Dorothy Kenney
R. N. King
D. P. Kingston
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
Harford Powel, jr.
T. Arnold Rau
R. C. Shaw
Winfield Shiras
Irene Smith
H. B. Stearns
John C. Sterling
J. Burton Stevens
William M. Strong
D. B. Wheeler
C. S. Woolley

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

Addressing General Copy to the Particular Industry

[CONTINUED FROM PAGE 18]

panies, or many others.

The expense of the change is obviously reduced to a minimum, but the message is there and it is driven home forcibly to the particular reader who may thus apply it to himself, rather than consider it merely in the light of a vague generality which might by some stretch of the imagination include him and some of his problems. In conveying this impression the illustrations are of invaluable assistance. They are effective photographs, clearly reproduced, and possess a high pictorial value in themselves which is doubly enhanced by the aptness of their application.

The Linde plan is a little more complicated. Again the same layout is used in each advertisement but here an entire paragraph of text is changed. Sub-heads address the particular industry which the advertisement is intended to reach and in the paragraph which follows a special instance of Linde service is cited which actually took place in that industry. The present Linde campaign features Linde service. Previous campaigns have been based upon Linde literature and the excellence of the Linde delivery system.

Both of these products, as has been stated, are manufactured by the Union Carbide and Carbon Corporation. A third product, acetylene, is required for welding and cutting. This is manufactured by the same concern and advertised separately as are the other two. However, the space for all three of these items is purchased as a unit and then subdivided among them. This unifies the entire campaign and permits an even balance. It is not a case of one unit being advertised only in certain publications while the others appear only in certain different ones. Under this system the campaign for each product runs parallel to the campaigns of the others so that the whole line is sure to reach the industry. Of course, there is some variation. Approximately forty-five publications carry the Linde advertisements in varying volume. Oxweld runs somewhat under this number, but very little.

A Crowbar Makes a $5,000 Sale

An explosive voice greeted the salesman as he took the receiver off the hook. "Come out here!" it said; "come out quick! Something terrible has happened."

The salesman rushed for a taxi. The brick manufacturer who had summoned him so urgently was one of his best customers; only a few days previously a set of new kiln doors had been delivered to him. Kiln doors for brick plants have to be carefully built and are expensive—this set represented an investment of about five thousand dollars.

"Those doors you sent," the manufacturer burst out to the salesman on his arrival, "they won't fit the new kilns!"

The salesman was dumfounded.

"But they've *got* to fit," he said. "You told me your new kilns were going to be the same size as the old ones. It's all written down on the order—and you signed the order."

"I know," agreed the manufacturer. "But," his manner became shamefaced, "the fact is, after we placed that order, we decided to make the new kilns a little larger, and I simply forgot to warn you and have the doors made larger too."

"That looks like a horse on *you!*" the salesman said.

"But," the manufacturer had nagging partners and was desperate, "what am I going to do?"

The salesman considered. They were standing near the old kilns, for which the doors had been supplied years before. Finally the salesman said:

"Have you a crowbar?"

The crowbar was brought. Levelling it like a spear, the salesman rushed at the nearest kiln. One good prod was enough to show that the old door, after its long service, was rotten.

"There's the answer!" he exclaimed triumphantly. "You see, you need new doors for the old kilns, too. That's what the new ones we sent are for. We'll just have to make *another* set of doors for the new kilns, on new specifications."

The manufacturer was immensely relieved. And the salesman, departing, carried in his pocket another five-thousand-dollar order!

The Railway Service Unit

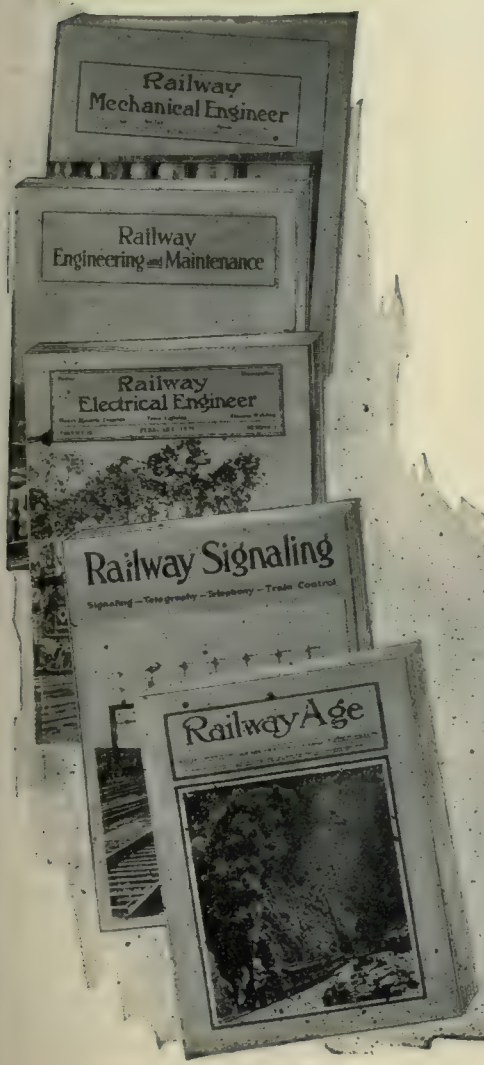
Directing Your Sales Story To the Right Railway Men

That is the outstanding value to you of the five departmental railway publications in the *Railway Service Unit.*

The departmental organization in the railway industry and the widely different activities make it necessary to gain effectively the interest and confidence of each department individually.

These five railway publications accomplish this by each one being devoted exclusively to the interests of one branch of railway service—and their effectiveness is shown by the classified circulation statements and the high renewal rate.

Our Research Department will gladly cooperate with you in determining the railway market for your products.



Simmons - Boardman Publishing Company
"The House of Transportation"
30 Church Street New York, N. Y.

Chicago: 608 S. Dearborn St. Cleveland: 6007 Euclid Ave.
San Francisco Washington, D. C. Mandeville, La. London

A.B.C. and A.B.P.

The Most Deceitful Kind of Advertising

By S. Roland Hall

WE have had the "Truth in Advertising" slogan a long time now. We have had codes of ethics and standards of practice a long time. These things have benefited advertising vastly, because they have given us a yardstick by which to measure—a text from which to preach.

But we still have with us at the table of business some of the most shameless and heartless of the crooks and—we blush to admit it—we still have hundreds of publishers willing to take these crooks by the hand and introduce them into the homes of trusting readers.

We advertising men and women know this: that when a publisher helps an advertiser who promises medical prevention or cure for such diseases as tuberculosis, cancer, Bright's disease and heart disease, he is openly and knowingly helping to forward a cruel and dangerous fraud. He can't side-step without taking refuge in childish argument.

Whether you know it or not, I tell you that within the last twelve months a good number of these remedies have been advertised generally in America, using mediums that call themselves good family periodicals. There seems to have been a new crop of such advertisers. It might be illegal for me to give names of the publishers who have helped these advertisers. I wish it were not, for it would be a real pleasure to point the finger of scorn here in this meeting at prominent publications issued from cities as large as Chicago, Baltimore, Providence, Milwaukee, Cincinnati and Washington. Some of these papers stopped the advertising on the receipt of protest. That is at least to their credit, but why in God's name should any publisher in this day wait to get a protest before dropping an advertisement that a high-school boy knows is dangerously fraudulent?

I know that there are a good number of newspapers as particular about their advertising as the best mediums of any other class. All honor to these gentlemen. They owe it to themselves, through their associations, to reform the black sheep. They are not as active there as they should be.

It may be that the very fact that there are more newspapers than there are publications in certain other groups, accounts for the really large number of newspapers that have been running this terrible form of advertising. The great number of the newspapers and their great power makes their part in this matter all the more dangerous.

I have had publishers intimate that it took a lot of courage to turn down shady business when they saw it in competitive publications. I'll tell you what courage is. A $66,000 schedule was recently offered to a well-known publisher. He lost the business because he and the advertiser couldn't agree on the propriety of a single word. The advertiser wanted to say "No other food is so wholesome." The publisher said that other foods could be as wholesome as this particular advertiser's was. His stand was: "You can't go further in our columns than to say 'No other food is more wholesome.' A difference of one word; a loss of $66,000 revenue. That's courage.

Does it call for much courage to refuse to profit from the hopes and fears of those who may be afflicted with such dreadful diseases as tuberculosis, Bright's disease or cancer? If so, I must look to the dictionary for a new meaning of the word "courage."

Two prominent publishers have frankly told me that the only standard they maintain with respect to medical advertising is to discontinue the advertising after readers complain about the remedies. Such a standard hardly needs comment from me.

If a periodical has no better standard than that, hundreds or thousands of people afflicted with tuberculosis or in danger of it might be deceived before the advertising were eliminated. These unfortunates are nearly always hopeful. They may die before they complain. Dead men tell no tales.

Compare this attitude with the attitude of two other periodicals which recently sent representatives to my office, who said to me in effect:

[CONTINUED ON PAGE 74]

ing elements which soothe and heal the [redacted] stop [redacted] goes on to the stomach is absorbed into the blood, attacks the seat of the trouble and destroys the germs that lead to consumption. [redacted] coughs and colds, bronchial asthma, catarrhal bronchitis and other forms of throat and lung diseases, and is [redacted]

LUNG TROUBLE HELPED by simple home method

Hundreds of lung sufferers are now reporting prompt relief by new, effective home method. Of this a Colorado physician says, "Relief has been reported even during early stages of treatment." You may test this new treatment without risking any money simply by sending in name and address to [redacted]. Ask them to send you their free book.

TWO typical tuberculosis cure advertisements which have apparently been appearing in newspapers throughout the country. The top one represents a bold, far-reaching statement which is contrary to the statements of prominent physicians and of the National Tuberculosis Society that there is no drug that, with safety to the patient, kills the germs of consumption or acts as a preventive in incipient cases. The second advertisement here reproduced was shut off by fraud order of the Post Office Department in December, 1924. In the literature sent to inquirers, this advertiser asserted specifically that his treatment had cured many cases of pulmonary tuberculosis

Portions of an address before the Second District Convention, Associated Advertising Clubs of the World.

Two Incomparable Sunday Features

The New York Times

ROTOGRAVURE SPORTS SECTION

THE NEW ROTOGRAVURE SPORTS SECTION is the first and only publication of its kind in the world. It reproduces, by the perfected rotogravure process, important sports events throughout the United States and abroad—professional and amateur. Some of the pictures are of activities occurring four days before publication. They include:

BASEBALL	*ROWING*	*BOXING*
POLO	*SHOOTING*	*GOLF*
FOOTBALL	*RACING*	*TRACK AND FIELD*
LACROSSE	*YACHTING*	*ARCHERY*
SWIMMING	*TENNIS*	*BASKETBALL*

The Rotogravure Sports Section offers special advantages to the manufacturer and distributor of sports equipment of all descriptions, sports wear for men and women, camping outfits, etc.

Advertising rate $2.10 an agate line. Forms close nine days in advance.

ROTOGRAVURE MAGAZINE SECTION

THE MAGAZINE SECTION is a combined newspaper and magazine. It has the news value of a newspaper and the home circulation and long life of a magazine.

With at least four issues each month, the Magazine Section of The Times has a monthly distribution of 2,400,000 copies. Five standard monthly magazines, comparing in quality with The Times Magazine Section, have a total combined circulation of 599,000.

Thus far this year, the volume of advertising in the Magazine Section of The New York Times is more than double the total published in the corresponding period of last year.

The cost of advertising space in The Times Magazine Section is $1.00 an agate line, equivalent to one cent per line for each 6,000 of circulation—the lowest rotogravure advertising rate obtainable in the United States.

The rotogravure process gives advertisers the advantage of illustrations with a fidelity to detail not attainable by the usual newspaper halftone.

NET PAID CIRCULATION, SUNDAY EDITION OF THE NEW YORK TIMES, 600,000 COPIES

In five months of this year The New York Times published 11,521,334 agate lines of advertising, a gain of 478,390 lines over the corresponding period of last year and an excess of 4,520,900 lines over the next New York newspaper.

Scratch a Golfer and You Find Naked Human Nature

As Told to

Neil M. Clark

JIMMY ALDEN is just a youngster, but he is one of the top salesmen on our force. He is a great little worker any way you take him. He gets the business and the people he does business with like him and stay his friends; and although he doesn't know it, Jimmy owes his job—which is a good one, with the prospect of still better ahead—to a certain shot in a golf game with me back in 1918.

Jimmy is a living example of one of my choicest business theories. I don't mind letting you in on it to write a piece about, but please don't hitch me up with it. It would ruin my success with the plan for all time to come if many people got onto my using it.

The fact is this: I seldom hire a man for an important job until I play at least one round of golf with him—that is, if he plays golf. And most men of the kind I need do play nowadays.

I'm a nut about golf myself, for pure love of the game, but that doesn't blind me to the other side of it—to the fact that golf is constantly putting you up against the same kinds of situations that you meet in real life. Scratch a golfer and you find naked human nature. My conviction is that you can usually decide from the way a man plays the game, how he is likely to act in more serious business.

I started to tell you about Jimmy Alden because he is part of the proof of the pudding. In the stunt I pull there are one or two harmless tricks we sometimes have to use, and my sales manager is a cheerful accomplice. You see, we have to work it around to where it seems perfectly natural to ask the chap to play; it isn't customary to pick up the telephone book and say to the first fellow whose name you happen to see:

"How about a game of golf?"

We stage it.

My sales manager and I had lunched with this fellow Alden at different times when we were considering him for a position. He came to us as a stranger, but he made a good enough impression. However, most people can make a pretty good impression when they try hard enough, and they will try if they know a lot depends on it. I want to discover how a man is going to act when he has to take hold of a situation with nobody watching him. I want to know his fundamental nature. And that's where golf comes in.

The day Alden and I lunched together, we came back to my office and he and I were chatting, when my sales manager, by prearrangement with me, dropped in. He nodded to Alden, but addressed himself only to me.

"CHIEF," he said, "you know we had a golf game booked for this afternoon with Charley Harris and his partner."

"Yes."

"Well, I hear from Charley that his partner can't come. Can you think of anybody to make up the foursome?"

Charley Harris's partner never can come, by the way, because there isn't any such person. It's a sort of white lie we've agreed on. Charley and I are the best of friends.

"It's pretty short notice to get anybody now," I said. "How about Dick?"

"No, he can't come—tied up."

"Did you ask Rockwell?"

"He's out of town, don't you remember—back Sunday."

"That's too bad," I said, "it spoils the foursome if we can't get another man."

All the while Alden had been sitting there, making a pretense of looking at the pictures on the wall, but of course he couldn't help hearing everything we said. I now turned to him.

"By the way, Mr. Alden," I said, "you told me you play golf. Couldn't you make a fourth with us this afternoon?"

Alden smiled. Of course you might say it looked rather unusual, but under the circumstances I don't believe he thought of that. What he had in mind was something else.

"Thanks for the invitation," he said, "I told you I play a little, but it's only a little. I'm new at the game and still a good deal of a dub. I don't think it would add anything to your pleasure to have me along."

Well, we talked him out of that, and finally he had the good common sense to say he would be glad to come along.

Of course this sort of stage setting isn't always necessary. Sometimes it is. We resort to it in order to make the proposal to play seem natural, and to banish any appearance of thought of a test.

The four of us arrived at the club this afternoon a little late, but in plenty of time for eighteen holes before dark. The playing season was young and winter rules were in force. Consequently a player was entitled to tee up his ball in a bad spot on the fairway; but if he had the hard luck to get into any bad spots in the rough, he had no such privilege, but had to play the ball where it lay.

ALDEN told the truth when he said he was a dub. By our standards he was a pretty poor player. But there are dubs and dubs. One kind is the fellow who hasn't enough interest in the game to learn to play it well, nor enough sense to leave it alone altogether. Another kind of dub is the learner who is going to graduate from that class some day. Alden turned out to be the second kind. Today, after six years of golfing, he gives me a run for my money every time I take him on, and sometimes he trims me.

In a purely general way, I learned this much about Jimmy Alden during our first game: he was courteous. There's a certain kind of courtesy essential for good salesmanship. It is not humility nor servility—rather, civility. I never consider that one of my salesmen is *asking a favor*

THE *INTERRUPTING* IDEA

NUMBER EIGHTEEN NEW YORK JUNE 1925

LORD BEACONSFIELD

"One should conquer the world, not to enthrone a man, but an idea; Ideas exist forever."

Advertising That is An Investment

INVESTMENT is a science.

Its principles are established.

The keen men, who appraise investments, ask four questions of every property:

Is it worth investing in?

Has it reasonable permanence?

Can it be protected?

How wide the market?

§

Advertising is an investment.

But its principles are not so well established. That is not strange. Advertising "properties" consist of ideas. A trademark is (or should be) an idea symbolized. Good-will is an idea capitalized. Consumer demand is an idea propagated.

Appraising ideas is more difficult than appraising, say, public utility properties.

§

But shall we let appraisal difficulties foil us, and lead us into guesswork? Shall we be content to invest in advertising with a haphazardness which we would not tolerate in financial investment?

If investment has four cardinal principles, these principles certainly are cardinal for advertising.

If the advertising has any idea whatsoever behind it, that idea can certainly be measured by the four questions:

1. Is the idea worth investing in?
2. Has it reasonable permanence?
3. Can it be protected?
4. How wide its appeal?

These measurements help.

Federal knows they do.

In 1912, Federal created for the Strathmore Paper Company, an idea; "Strathmore Expressive Papers." For 13 years, now, Strathmore has found it profitable to base its advertising on this idea. The application, the dress have varied, but not the fundamental.

Today, Strathmore Expressive Papers has acquired trademark value. It has become a great force. It is worth a great deal of money. It is as real an investment as the more tangible Strathmore properties.

§

The waste in advertising comes from developing ideas which must be dropped,—from making efforts which must be abandoned,—from building campaigns which must stand alone.

The increment in advertising comes from beginning with sound basic ideas. Each year's advertising builds on the previous year's; each new development carried on where the former left off. Each campaign gathers force from its predecessor's momentum.

Federal plans and creates advertising as an investment.

§

"THE INTERRUPTING IDEA" *is also issued as an independent publication, printed on fine paper. Executives who wish to receive it regularly are invited to write to the* FEDERAL ADVERTISING AGENCY, *6 East 39th St., N. Y.*

when he enters a buyer's office; he is *conferring* one if he gets the order, otherwise he has no business trying to make the sale.

Well, Jimmy Alden was courteous in the sense I mean. He stood on his own feet; nobody ran over him or put anything on him, but at the same time he recognized that others present had rights which he respected, just as he expected them to respect his. You can learn a man's attitude on such things very quickly in golf.

Another thing, Jimmy counted all his strokes—and goodness knows there were plenty! He and I were partners, so I have reason to remember something about that end of it.

But others are courteous and quite a few are honest—in golf. These traits were in his favor, but what decided me beyond a shadow of doubt occurred on the long fifteenth hole. Jimmy foozled his drive somehow, getting very little distance, though his ball at least went straight. But his second shot made that tough beginning still tougher. He topped his brassie shot and the ball rolled about seventy-five yards and came to rest ten or a dozen yards behind my drive.

In other words, with two strokes he totaled quite a little less distance than I totaled in one. I like to remind Jimmy of things like that nowadays when he gives me a licking!

But this was not the worst of it. As his ball came to rest it dropped out of sight from the spot where I stood, and I was not sure whether it had remained on the fairway or rolled into the rough.

I walked past his ball to reach my own and noticed how it lay. It was in a hole, and in a hasty glance I couldn't tell whether it was on or off. I stood a few yards away, waiting for Jimmy to shoot, near enough to hear conversation but not near enough to join in without shouting. Jimmy's caddy was beside the ball.

"This is a bad one, isn't it?" I heard Jimmy say.

I didn't hear what the caddy replied, but I could guess from Jimmy's next remark.

[CONTINUED ON PAGE 78]

When You Write to Salesmen Don't Write—Talk

Dictated by WRB/S

THE manager of the Western office of a large company making products selling through hardware stores has a crew of fifty salesmen to father by correspondence, which he does most successfully. His men all swear by him, and they work as they never worked for his predecessors.

To discover why, one has but to happen into his office of a morning when he is dictating his day's mail. On the wall is a big map rack, book style, with a "leaf" for each state; and on these state maps each salesman's territory is outlined in red. In one corner of each territory is a snapshot of the salesman on that territory, with his hat and coat on and his sample case in his hand.

One will discover this sales manager standing in front of that map rack literally talking to the man out on his territory. First he locates on the map the city or town where his letter will reach the salesman, and then, with a mental picture of that city or town, and perhaps of the very hotel lobby in which he will receive the letter, he turns to the picture of the man and talks.

"I know it's a long jump from Keokuk to Des Moines, John, but we must get Grant lined up for 1925 first; then you can go back and cover the smaller places, and you'll have time to do the thorough kind of job you always like to do on your territory. I wish that thoroughness of yours was contagious!"

Or perhaps he is writing some salesman rather pointedly about his expense account. "I grinned over your expense account, Bob—and felt a little sober at the same time, for I have a feeling that you are falling for that hoary old idea that the house owes you an overcoat about next October. I know it's mighty cold up there in Minnesota—I darn near froze my nose in Minneapolis three years ago—but I'd a heap rather see you earn that overcoat on commissions as a salesman than as a certified public accountant balancing an expense account against your conscience, with your conscience occasionally getting the worst of it."

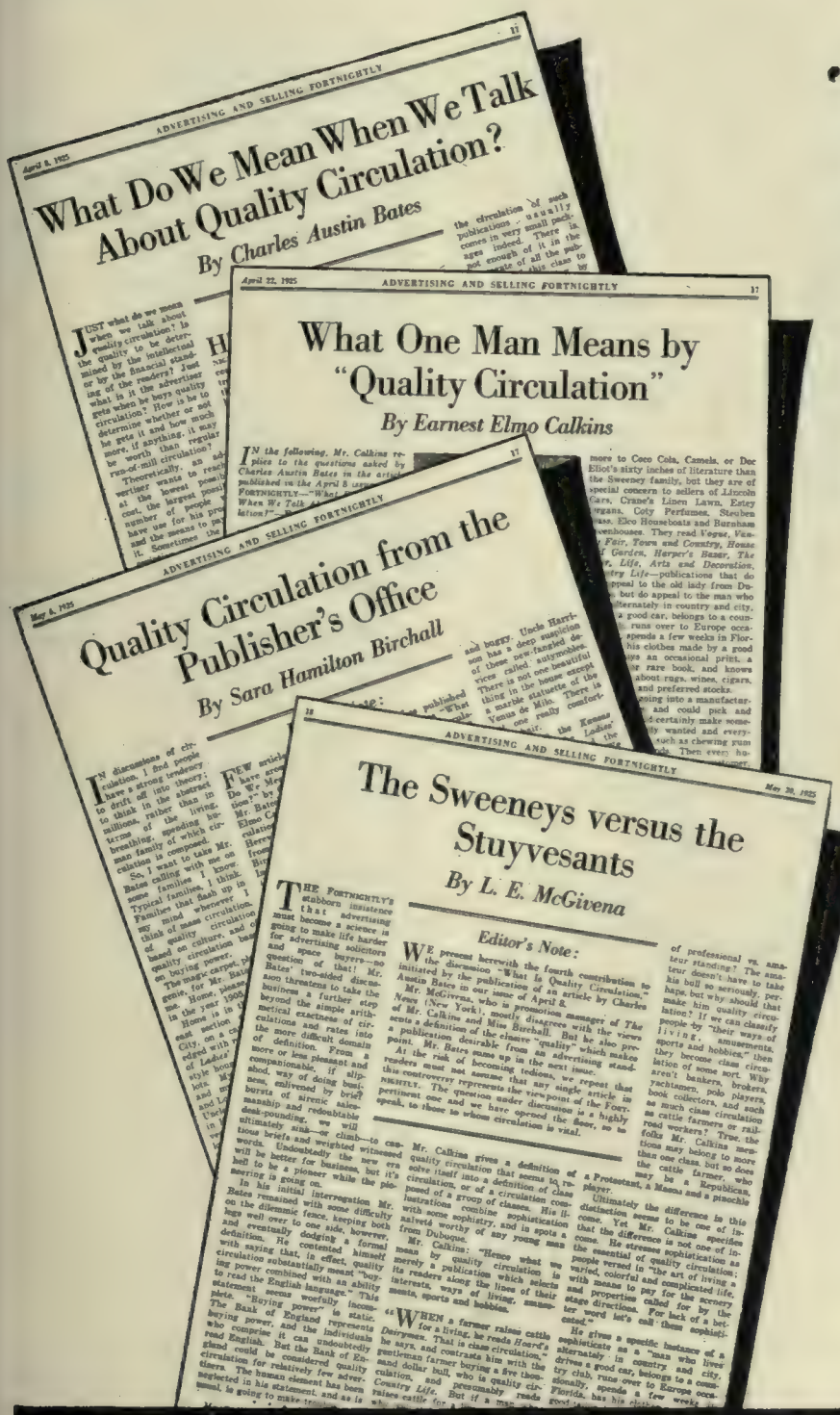
Seemingly this sales manager can say anything to his men without their getting "sore." On the other hand, his slightest word of commendation is very highly appreciated, because it is so essentially personal. He writes, not as though he were writing the same thing to a dozen other salesmen on this particular morning, but as he would say the thing to the man personally if he stood before him in his office.

Half of his secret in letter writing is in the pictures on the maps: you can talk to a man's picture. The other half is divided between the fact that he is standing, instead of sitting at his desk with a lot of papers and letters and reports spread out before him, and the fact that he uses a rather individual method of dictating. If he has a salesman's letter before him to which he is replying, he does not read a paragraph and then look up and answer it, any more than he would if a salesman were standing before him in person. He reads the whole letter, gets the complete picture in his mind, and then lays it aside and proceeds to talk with the salesman, taking up one point at a time in an easy, natural way.

"I don't want to focus my attention on a sheet of paper in my hand," says this man; "I want to concentrate on the salesman in his working clothes out on the territory."

This is good sales management, for it takes into account the tremendously important human factor. It is good general correspondence practice, also. One may not have a photograph at hand of the person to whom he is writing, but any correspondent can train himself to master the contents of each letter that is to be answered and then turn that letter face down and put it out of mind while he concentrates on the person at the other end of the correspondence and talks to him or her.

Summing Up~



"Quality Circulation is that which numbers most of your customers and prospects, in any definite field~such as the circulation of The Iron Age in the Metal Trades"

Fortunes Buried in Advertising

[CONTINUED FROM PAGE 16]

answer to this second question. Not to mention the purely advertising consideration as to the class or type of mediums to be used.

Like the first question, it may be that the answer can be found easily; or it may require an extensive research. One business organization I happen to know about has spent many thousands of dollars to answer this and the previous question, and has answered them so definitely that it can now lay out a five-year campaign of advertising and selling focused on the *where* and the *who* so sharply that the success of the program is practically assured in advance.

NEXT we come to one of the most interesting questions of the group, and one that begins to involve actual advertising operations: "What will people want to know about this product?"

Here are some of the things they may want to know, and what is involved in answering their questions, if we are to hope for success:

a. *What does it look like?*

Answering this question may involve having pictures made—not just ordinary pictures that will mean something to the person who is familiar with the product, but pictures that tell the story to the uninitiated—perhaps such pictures as have never before been made. This requires taking the matter of pictures as seriously as though the whole success of the advertising program depended on these pictures.

Then again, it may involve word pictures, in which case the same philosophy holds good; the product must be word-pictured as though everything depended on the words.

Or it may mean preparing a sample or model of the product, to send to people so that they can actually see it, feel it, use it, work it, or otherwise satisfy themselves about it.

Or it may require training a sales force to tell retail dealers or prospective customers the things they will want to know before they buy, either for resale or for their own use. This may involve the preparation of a sales manual, or the establishing of a sales school, or the publication of a sales house-organ. The point is, whatever is required should be worked out as though the whole success of the promotion program rested on that particular element.

b. *Why should I buy it?*

Answering this question generally involves a careful listing of all the benefits or advantages of the product itself as a product, and of its service to the user; and then finding a way to make the prospective purchaser feel the same about it as you do. This is an advertising problem; but before that it is a matter of plain business grubbing; of studying your product and your prospect, both, until you know them as well as you know the trees on your street or the furniture in your living room. It isn't good *business* to try to sell in the dark.

c. *Why should I buy it in preference to some competing product?*

The answer to this question requires that you isolate the individuality of your product and establish by actual *investigation* the one or more features or advantages which will have the strongest appeal to the greatest number of people.

THIS, with the answer to the previous question, and the picture or sample already referred to, virtually forms a sales canvass which you will require in some form—usually a booklet or piece of promotion literature. And this again should be prepared as though the entire success of the advertising program depended upon it, instead of being regarded, as it so often is, merely as a piece of incidental literature. It may be the one vital element that clinches thousands of sales—or just barely fails to clinch them!

d. *How much does it cost?*

Whether you publish the price in your advertising or not, it is well to face this question, and settle it, as though it were the *only* question involved. Not necessarily by cutting the price, but by establishing a justifiable price, and one that people can pay; and then by using every bit of psychology or salesmanship you can bring to bear to make that price acceptable to prospective customers.

e. *How do I know that it is as good as you say it is?*

Here we approach the question before which many an advertising program flattens out.

What the public wants is *proof*, not claims. The advertiser should arm himself with facts, figures, records of performance, results of tests; he should gather honest testimonials; he should if possible establish a method by which the public can answer this question for itself, in advance of purchase. In short, to gain the greatest success for any product, this question must be answered, not in any perfunctory way, but as effectually as though the success of the business depended entirely upon providing a convincing answer—as indeed it may!

There are, of course, dozens of other specific questions that people want to know about a product, depending on the nature of the product. The point is, these questions should all be *anticipated*, and the means should be at hand for answering them *before any definite advertising program is entered upon.*

Jump now to the fourth of our series of Key Questions: "How can people take advantage of this advertising?"

Many of the gravestones in the cemetery of buried fortunes represent the failure of the advertiser to answer this one simple question. These advertisers provided advertising that attracted and interested the public, but not the machinery for getting their product and the public together.

There is no getting around this question; it *must* be faced, and in a very practical way.

Merely to run a line at the bottom of an advertisement: "Carried by all good dealers" won't help unless a sufficient number of good dealers actually do carry it to make the advertising investment profitable. Nor will any of the other devices with which advertisers are wont to saddle the responsibility for distribution onto other shoulders because they dread to shoulder it themselves.

Only those advertisers who sweat over distribution as though distribution were the whole answer are likely to cash in heavily on their advertising.

IN many businesses the problem of distribution—of so arranging matters that "people can take advantage of the advertising"—injects the sales department into the consideration. And assuredly the salesmen play a part of great importance, for it is their mission to start the product toward the public, while the advertising starts the public toward the product. The more carefully their work is laid out, and the more ef-

[CONTINUED ON PAGE 49]

Some "Meaty" Facts

*from a recognized agricultural economic authority**

KANSAS for its crop year of 1924-25 had an Available Cash Income of $332,500,000. This was cash sales less taxes and interest. This available farm income exceeded that of any other state in the "wheat belt" by 37.2 per cent, and only four other states in the Nation had as large or larger available incomes.

The Purchasing Power of this Kansas income is 117.2 per cent of the pre-war average of 1909-10 to 1913-14. This index figure represents the amount of goods which the income would purchase at prevailing prices. Only two states with as great a total income have as high or higher index figures for Purchasing Power.

Arthur Capper
publisher of Kansas Farmer says:

"In recent trips thru Kansas, I have been impressed by the healthy, optimistic conditions of Kansas agriculture and business. While our wheat crop will probably be somewhat below normal in production, the price promises to be well above that of last year. Kansas is in good condition."

For the first four months of 1925, Kansas Farmer made a greater gain in Commercial Advertising than any other weekly state farm paper, with two exceptions. It has also gained every issue since April.

**Figures for available cash income, and index of purchasing power are from reports of the Brookmire Economics Service, Inc.*

KANSAS FARMER
AND MAIL & BREEZE

Arthur Capper, Publisher *Marco Morrow, Ass't. Pub.*

Topeka-Kansas

How Old Are Magazines When They Are Thrown Away?

[CONTINUED FROM PAGE 21]

disregarded them in figuring age of publication. In later tables, however, these are included.

This analysis serves only to provide indications as to the life of magazines as a whole, of various classes, and of certain of the individual publications, or the length of time they are kept before being discarded.

Plainly, the principal reasons why magazines are kept are these: 1. *General carelessness* in not discarding them after they have served their usefulness. 2. *General value*, or the feeling that the magazine is too good to throw away (whether it is referred to or not, while it is being kept). 3. *Kept for definite reference*, as for patterns, recipes, etc. 4. *Saving up*

[CONTINUED ON PAGE 85]

Average Age by Groups:

The *Weighted Average* represents the aggregate number of months of age divided by the number of publications counted. The *Mode* is the age most frequently found. The *Ratio* is the percentage that the weighted average of the group is of the average age of all publications counted.

	Group	Number Counted	Weighted Average	Mode	Ratio
7	Weeklies	716	5.7 mos.	2 mos.	90
15	Woman's and style	455	7.0 mos.	7 mos.	111
12	General monthly	291	6.6 mos.	6 mos.	105
16	Story and movie	121	6.1 mos.	2 mos.	97
6	Farm and garden	56	7.6 mos.*	5 mos.	120
6	Fraternal	35	4.6 mos	2 mos.	73

*The greater age of farm and garden publications may be contributed by the less frequency in gathering junk in smaller towns and rural sections.

Average Age of Individual Publications:

These figures are given in group divisions for sake of comparison, with the average figure for the group repeated. Only publications counted ten or more times (issues for 1924 and 1925) are listed. The ratio figures represent the percentage that the average age of the individual magazine is to the average age of its class. Figures in parenthesis are the numbers of times counted.

Publication	Weighted Average	Mode	Ratio to Average for Group
WEEKLIES	5.7 mos.	2 mos.	
Sat. Eve. Post (406)	5.3 mos.	2 mos.	95
Literary Digest (103)	6.1 mos.	4 mos.	109
Collier's (96)	7.0 mos.	7 mos.	125
Liberty (79)	4.2 mos.	1 mo.	75
Judge (17)	5.4 mos.	4 mos.	96
Life (12)	5.8 mos.	5 mos.	103
Christian Herald (13)	11.9 mos.	11 mos.	208
WOMAN'S AND STYLE	7.0 mos.	7 mos.	
Ladies' Home Journal (99)	7.6 mos.	7 mos.	110
Wom. Home Comp. (72)	7.1 mos.	7 mos.	101
Delineator (72)	6.9 mos.	9 mos.	98
Pictorial Review (49)	7.2 mos.	5 mos.	103
McCall's (53)	7.3 mos.	7 mos.	104
Good Housekeeping (33)	6.1 mos.	6 mos.	87
People's Home Jour. (16)	5.8 mos.	3 mos.	83
Harper's Bazar (13)	9.1 mos.	10 mos.	130

Publication	Weighted Average	Mode	Ratio to Average for Group
GENERAL MONTHLY MAGAZINES	6.6 mos.	6 mos.	
American (100)	6.6 mos.	3 mos.	100
Red Book (39)	5.5 mos.	3 mos.	83
True Story (49)	5.5 mos.	3 mos.	83
Cosmopolitan (45)	6.8 mos.		103
Everybody's (17)	6.9 mos.		104
OTHERS COUNTED OVER 10 TIMES:			Ratio to Total Group
Motion Pict. News (11)	8.3 mos.	5 mos.	132
Photoplay (12)	7.3 mos.		116
Country Gentleman (19)	8.3 mos.	6 mos.	132
Farm Journal (12)	8.0 mos.	7 mos.	127
†Elks' Magazine (15)	5.1 mos.	1 mo.	81

†Probably the reason why fraternal publications are at the bottom of the list lies in their complete coverage of the fraternal group and hence the lack of necessity for passing such magazines along.

Percentage of Magazines Kept for Different Periods:

The first division in the table which follows is of magazines counted 50 times or more; the second division of magazines counted from 19 to 50 times; the third division counted 10 to 18 times. Percentages can be only accepted as indicative as applied to the second and third groups.

Publication	Less Than 3 Mos. Per Cent	Over 3 Mos. Per Cent	Over 6 Mos. Per Cent	Over 9 Mos. Per Cent	Over 12 Mos. Per Cent
AVERAGE FOR ALL	16	84	65	49	34
1. Sat. Eve. Post	25	75	48	32	18
Literary Digest	15	85	64	53	42
American	15	85	69	56	39
Ladies' Home Jour.	7	93	82	54	34
Woman's Hm. Com.	11	89	75	61	46
Collier's	12	88	68	34	19
Delineator	9	91	71	55	34
Liberty	40	60	30	10	..
Pictorial Review	3	97	72	54	36
McCall's	6	94	73	56	34
Red Book	11	89	63	38	28
True Story	22	78	53	34	20
Cosmopolitan	16	84	60	46	26
2. Good Housekeeping	13	87	67	48	37
Country Gentleman	..	100	71	56	42
Farm Journal	9	91	76	69	60
People's Home Jour.	17	83	64	51	34
Everybody's	21	79	53	47	36
Nat'l Geographic	5	95	95	78	73
Judge	21	79	41	36	10
3. Harper's Bazar	6	94	87	81	43
System	17	83	76	69	63
House and Garden	12	88	83	47	47
Mot. Pict. News	6	84	76	70	53
Elks' Magazine	31	69	44	24	12
Metropolitan	..	100	100	74	47
Outlook	..	100	100	100	100*
Photoplay	14	86	78	42	28
American Boy	..	100	100	100	100*
Review of Reviews	7	93	93	78	42
Christian Herald	..	100	100	100	62
Life	8	92	92	32	16
Success, Farming	..	100	92	76	42
Radio News	8	92	92	84	59
People's Pop. Moly.	26	74	66	40	32
Wide World	..	100	90	81	81
Vogue	18	82	45	36	36
True Romances	30	70	50	40	20
Needlecraft	30	70	70	60	40
Physical Culture	20	80	80	60	40

*There were 14 copies counted of each of these two publications, all over 12 months old.

NEW YORK WANTS YOUR PRODUCT!

IN this vast and wealthy market live 6,000,000 consumers, who have millions of needs daily—needs for goods such as *yours!*

These millions represent 1/20 of the population of the United States, and are greater in number than the populations of Chicago, Philadelphia, St. Louis, and Atlanta, Ga., *combined!* Why delay selling to this great empire of opportunities?

A powerful advertising campaign, some extensive sales work—plus the *Interborough Medium's 3,000,000 daily circulation*—and you are soon "over the top" in The World's Greatest Market!

INTERBOROUGH ADVERTISING

CONTROLLED BY

50 UNION SQ. **ARTEMAS WARD, Inc.** NEW YORK N.Y.

THE 8-pt PAGE

by Odds Bodkins

MY friend George Matthew Adams, the newspaper syndicate man, writes a daily talk for half a hundred newspapers, and last week in one of his talks, discussing the actress, Charlotte Cushman, he said: "As a child Charlotte Cushman was gifted to an extraordinary degree; yet, after a notable period of success as a star, she decided that acting rested upon 'training, not feeling,' so she returned to New York and started all over at the bottom of the ladder and thereby mastered the technique of acting from start to finish."

Would there were more of the Charlotte Cushman type in the advertising business who, after a period of success at writing advertising, were willing to go back and start all over again at the bottom of the ladder and master the technique from start to finish! They would be heard from later!

I used to think that a knowledge of one's product and a sincere belief in it —a "feeling" belief, as it were—and the ability to put one's thoughts into simple words, were the only requisites to writing good advertising copy; but I have changed my mind. I have come to the conclusion—rather regretfully—that technique is mighty important; that it doesn't do much good to *feel* your product if you haven't the *art* to get your feeling into the minds of others, any more than it does the actor to *feel* his part if he cannot get it across the footlights.

I am convinced that there are more rules for writing advertising, and more definite principles, than any of us realize. Certainly there are more than most of us use. I should like to see more of the art or engineering spirit applied to sales promotion and advertising.

—8-pt—

I understand that a large Eastern specialty store is actually advising women to say "No," if urged by its salespeople to purchase some article that is not just what they want. And recently there came to my desk a folder put out by a manufacturer who urged retailers to buy his product on a hand-to-mouth basis and thus secure the advantage of a greater number of turnovers.

These are interesting signs of the times in merchandising.

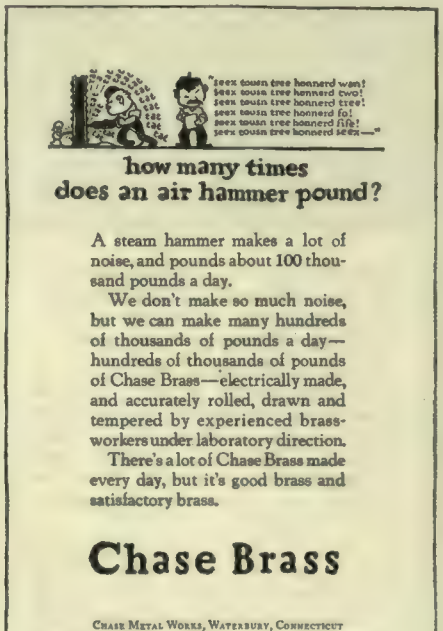
—8-pt.—

I learn that the Alexander Film Company of Denver is starting to equip its sales force with wings. It lays claim to being the first organization in the United States to operate an organized sales force in the air. Forty-four of the company's salesmen have expressed their willingness to take to the air, the company says, and twenty-nine of them have ordered planes, which will be put in use as fast as they are finished.

One is led to wonder if this is merely a publicity move, or if perchance it is the beginning of a new mode of travel for salesmen who work territories with long jumps between calls.

—8-pt—

The Ray D. Lillibridge agency recently sent the Chase Brass advertisement reproduced below to a certain technical journal with an insertion order. Attached to the order was a receipt for the cut, with the heading of the advertisement, "How many times does an air hammer pound?" written



on it as an identification. Two days later came a letter from the paper reading:

The speed of air hammers varies. A No. 40 small riveting hammer will hit up to 1524 times a minute; a chipping hammer will hit up to 3850 times a minute. I hope this information will serve your purpose.

Well, there's nothing like having facts and figures right on tap!

—8pt—

On this page in a recent issue I mentioned that the FORTNIGHTLY had of late received numerous foreign subscriptions, and remarked: "I can't imagine anybody around the offices of

Messrs. Nakayama-Taiyodo,
Rinji-Chosabu,
Mizusakicho, Minamiku,
Osaka, Japan,

reading the 8-pt Page, but perhaps they do."

This morning I am in receipt of a letter from one R. Saito, of 303 Fourth Avenue, New York, evidently in the silk business, which I deem interesting enough to print:

My dear Mr. Bodkins.

The June 3rd issue of ADVERTISING & SELLING FORTNIGHTLY came to hand in this morning's mail and turning to your page I found an item which prompts me to congratulate you on your addition of another Japanese name to your subscription list. Incidentally, you made certain remarks which I cannot pass without comment.

Before committing myself, I wish to say that I am in no way connected with this Nakayama-Taiyodo barring the fact that I come from the same city, a born Osakian and naturally feel a sort of local pride. The first question I suppose that arose in your mind when you saw the name must have been: "What kind of a concern is this?" To that, I can say they are one of the largest toilet preparation manufacturers (Yes—in addition to chewing gums—the Japanese womanhood has taken up this matter of beautifying, and shall I say glorifying Japanese Beauty with their well-known national thoroughness and avidity), and needless to say this house is a large user of all available advertising mediums in Japan. The largest in this field, I think. Proportionately speaking, they may be compared with Colgate's.

Secondly, I should imagine you wondered how the "heck" they came to know your magazine. I remember some time ago you published a number of foreign subscribers, and if my memory serves me right, there were some seven or eight Japanese subscribers mentioned; so it is most likely your papers are talked about among those suffering cats who do the business of advertising, or what they consider to be so. Another thing that came up in my mind is this: Last October, a Japanese advertising directory, the first of its kind ever published in Japan, was compiled by a certain advertising agency, Mannensha by name, located also in Osaka. I received a copy of this directory some time ago and in it I found under the heading of periodicals pertaining to advertising the name of ADVERTISING & SELLING FORTNIGHTLY listed among other similar publications. If this fact has not heretofore been brought to your attention I believe it might be interesting to you.

This agency also publishes a semi-annual paper on a somewhat house organ order. And I might mention that I contributed to this paper an article treating on Collective Advertising as done in the U. S. A.

All the above tends to show, as you mentioned, how advertising has begun to take an international aspect.

Who Wants to Sell 558,000,000 Sq. Ft. of Wall Board?

Some order! But here is the story.

The Farm Journal has found that the average consumption of wall board among its more than 1,200,000 subscribers should be 465 sq. ft. per year. It has also learned of more than 50 different uses for wall board on farms.

Who wants to sell over one-half billion square feet of wall board annually to The Farm Journal subscribers? The market is there for immediate cultivation. Here are over 1,200,000 rural families who should be told the manufacturers' story of wall board.

Bear in mind that more farm building improvements have been made in the last few years than during the previous half century. This fact is important not only to manufacturers of wall board but to all manufacturers of building materials, furniture, furnaces, lighting systems and other products that add to the comfort and attractiveness of farm homes.

And manufacturers of wall board and other worthy products can reach more than 1,200,000 rural families through the advertising pages of The Farm Journal at a cost of less than one-quarter cent per page per family. Now is the time to start your advertising.

The Farm Journal

first in the farm field

PHILADELPHIA NEW YORK CHICAGO BOSTON SEATTLE SAN FRANCISCO LOS ANGELES

Written by Our Readers

Methods of Obtaining Circulation

WALLACE PUBLISHING COMPANY,
Des Moines, Iowa.
June 4, 1925.

TO THE EDITOR:

The articles you have recently published with reference to "What do we mean when we talk about quality circulation?" are very interesting, but I can not agree with the application that has been made thus far of "quality circulation."

In my opinion, the first thing the advertiser should ask the publisher (assuming that the publication in question is reaching the market and territory desired), is "How do you obtain your circulation?" and not "How much circulation have you?" No advertiser can select advertising media intelligently until he has a complete knowledge of how the circulation is obtained.

The price of a commodity does not mean anything until you have a complete knowledge of the workmanship and material that is built into it and of its value from a service standpoint. The price paid should always be a secondary matter, and so it is with circulation. The keen buyer makes a careful analysis of these points and appreciates the fact that the largest package and lowest price does not always mean the greatest value.

The salesman of a quality product is always glad to apply the most rigid tests to the material used in the construction of the product he sells. In this connection, did you ever hear of a publisher's representative who volunteered to mention that his circulation was obtained by the use of premiums, especially so if 50 per cent or more was obtained in this manner? Why is it that he does not announce this and then, in turn, show how it assures that circulation built in this manner represents actual readers? Why is it that he does not mention arrearages and circulation sold in bulk and explain the merits of these points? Isn't it true that too much emphasis is placed on the mere "coverage" obtained through volume circulation and that the manner in which the circulation is obtained is many times overlooked?

An advertiser should know the conditions under which the publication enters the subscriber's home, and then he can determine whether the subscriber represents a reader of said publication. It is the number of actual readers and the confidence with which the publication is read that determines the value of a publication as an advertising medium; not the mere number of papers mailed out or the financial rating of the subscribers. No matter how great the buying power may be, the publication must be read and read under favorable conditions before the advertiser can even hope for results.

So, in brief, it is the methods used in building a subscription list and the service rendered the subscriber that determines the number of readers and the confidence with which the paper is read. This, in turn, shows the value of a publication as an advertising medium, and determines "quality circulation."

J. E. Swalley,
Advertising Manager.

The Trend Upward to Good Taste

THEATRE MAGAZINE,
New York.
June 3, 1925.

TO THE EDITOR:

There is still a great difference of opinion as to what "Class Circulation" means, and your very illuminating articles certainly give food for thought.

By "Class Circulation," does it mean that this or that magazine reaches people of quality? Or does it mean that the magazine itself is of quality?

Where does quality start—where does it end?

Does it represent the aristocrat without a large income, or does it represent the wealthy families including the nouveau riche made during or since the war?

As far as I am concerned, the word "quality" means intelligence, breeding, wherewithal, and a natural desire for the better things of life.

We are coming to a point in this country where a wave of renaissance has just about started. Our people want their homes in better taste, and this is my starting point. Away with the old chromos, with those distorting figures, those crazy quilts, those clashing colors. Styles in furniture, as well as in the kitchen or the bathroom are simpler among the rich as well as among those of moderate means. And this is a campaign of education that started years ago.

I remember one experience which I had some time ago when talking with a large manufacturer of women's apparel out West. He had brought some designers from Europe, and he stated that there was no reason why the women in far distant points should not wear just as becoming dresses as their more fortunate sisters in large cities.

But how was he going to bring this about? Was it by using magazines of tremendous circulation? Yes and no. What he wanted to get was, first of all, class, and class could only be obtained by using class magazines.

Now, his idea of class magazines was, as we heard before, *Theatre Magazine, Vogue, Country Life, Spur, Harper's Bazaar* and others, because, as noted by his own observation and investigation, he found that the leaders, who may be in Kalamazoo, or in Fresno, or in Fall River, were reading one or several of these magazines. If he could impress upon those leaders to buy his wares, the others would soon follow, and there is where the big circulation comes in. Seeing Mrs. X., the leader, wearing a particular gown that she has seen advertised in those class magazines, her neighbor will want to know where she got it and will find that very thing in the magazines of large circulation.

Therefore, I find that magazines of both circulations—that is, class and mass—complete one another. But I will say most emphatically that the mass will follow the class, but that you will never find the class following the mass. And the creative spirit is certainly among the class.

Why do managers of today engage the greatest decorators to stage their plays? Why do the motion picture companies spend fortunes in making new productions? The player-piano and the phonograph have developed a decided taste for better music, and the radio is following on the same lines. The fact that today, in the smallest hamlets throughout the country, the motion pictures are bringing the exterior and interior of homes, showing us the latest creations in fashion, automobiles and what not, is creating the renaissance which I mentioned above.

Paul Meyer,
Publisher.

What Do We Mean by Quality Circulation?

CALKINS AND HOLDEN, INC.,
NEW YORK

TO THE EDITOR:

I do not believe a clearer definition of the difference between the so-called quality circulation and the mass circulation could be made than Mr. Bates has made in his article. [What Do We Mean When We Talk About Quality Circulation?" ADVERTISING AND SELLING FORTNIGHTLY, April 8, 1925, page 17.]

When an agency selects media in which to place the advertising of his client there are so many difficult things that must be given consideration, that no general classification of media can possibly cover all of the conditions of the various clients which an agent has to serve.

R. P. CLAYBERGER.

"What's all the Shootin' for?"
This advertisement appeared in Printers' Ink two years ago!

What Is "Class" Circulation?

A FEW publishers—some advertisers—and a great many advertising men define "class" or "quality" circulation, as though it had some reference to, or bearing on, the social standing of those who comprise it.

"Class" or "quality" circulation is purely a commercial term. It means circulation among that part of the population who have enough money to buy what they need or want. As opposed to it, there is "mass" or "quantity" circulation, which means circulation among that part of the population who have not.

When the New York resident is financially able to live in ordinary comfort, he becomes a theatre patron. The circulation of Theatre Programs in New York, is, therefore, confined to the people who have at least enough money to satisfy their needs. There are various methods of advertising to the others.

Programs for 60 legitimate New York theatres—aggregating 1,600,000 circulation monthly.

Published by

New York Theatre Program Corporation

108 Wooster Street New York City

Can *Business* do wha

TEMPTED by visions of vast domains, Napoleon led his invincible army beyond the borders of Central Europe to conquer Russia's scattered millions. Conquest was easy; yet the "Little Corporal"—with Russia at his feet—was compelled to undertake that disastrous retreat from Moscow. *He could not support his army in the territory he had penetrated.*

Are the Napoleons of Industry facing a similar situation today? Striking parallels to Napoleon's profitless undertaking are found in many present-day methods of industrial marketing. Thousands of scattered prospects, without potential buying power, are tempting manufacturers to extend their operations beyond the border line of profitable selling.

Ninety-five per cent of industry's purchases are made by 115,000 buyers. These include everything worth-while from the great industrial plants to the little shops with a big future. The five per cent market is scattered, of uncertain stability and low potential. Any manufacturer who attempts to sell it is but inviting another "Retreat from Moscow."

Four principles of Industrial Marketing

The buyers who comprise the ninety-five per cent market are the men most interested in methods, machines and materials which will increase the efficiency of their plants. They form the real market for manufacturers who sell to industry. As a preliminary to selling them, these four basic facts should be determined: (1) What are the worth-while markets (2) What are the buying habits of those markets (3) What are the most direct channels of approach to them (4) What are the most effective appeals.

These are all definitely known, easily determinable. Any manufacturer who desires to sell efficiently and economically must know these things. The information is readily available through the McGraw-Hill Company.

Napoleon could not?

What three industrial leaders say—

OTTO H. FALK, *President*
Allis-Chalmers Manufacturing Company

"To achieve success in industrial selling it is necessary that sales efforts be built on a secure foundation of market analysis to define worthwhile markets. Sales specialization is equally important to obtain a full share of business from each market."

GERARD SWOPE, *President*
General Electric Company

"There are natural markets for every manufacturer, and entry into such a market carries with it a responsibility for stewardship.

"For any manufacturer not to intensively cultivate and serve a natural market he has selected causes economic waste, just as it does when he lightly enters other markets where he is not prepared to assume responsibility."

E. M. HERR, *President*
Westinghouse Electric & Mfg. Co.

"The reward of an attractive and profitable volume of business may be expected by the manufacturer who first selects worth-while markets and then builds a specialized sales and service organization to serve each. Such procedure escapes the high sales resistance that inevitably results from scattered selling."

(These statements are excerpts from letters to Mr. James H. McGraw)

Trained to see the trends in industry and to interpret their significance, the McGraw-Hill Publications pointed the way in the great production development of the past half-century.

And now, with a distinct trend towards the elimination of waste in distribution, the McGraw-Hill Company points the way to more scientific selling — with a wealth of data, a unique knowledge of the buying habits of industry, and a sincere desire to serve.

A unique service to manufacturers

The McGraw-Hill fingers are on the pulse of industry, contacting through fifteen publications. Some of these publications are spokesmen for whole industries, others for specific functions common to many industries. The intimate knowledge of industry thus acquired enables the McGraw-Hill Company to be of real service to manufacturers in lowering their costs of distribution.

It will be a pleasure to assist manufacturers and their advertising agents in such an undertaking. As a preliminary, it would be well to read "Industrial Marketing," which graphically covers the results of a recent survey of the buying habits of industry. This will be sent upon request to any manufacturer whose market embraces any of the industries covered by the McGraw-Hill Publications.

McGRAW-HILL COMPANY, INC., NEW YORK, CHICAGO, PHILADELPHIA, CLEVELAND, ST. LOUIS, SAN FRANCISCO, LONDON, PUBLISHERS OF

McGRAW-HILL PUBLICATIONS

REACHING A SUBSTANTIAL MAJORITY OF THE POTENTIAL BUYERS IN THE INDUSTRIES THEY SERVE

Mining
ENGINEERING & MINING JOURNAL PRESS
COAL AGE
Radio
RADIO RETAILING
RADIO TRADE DIRECTORY

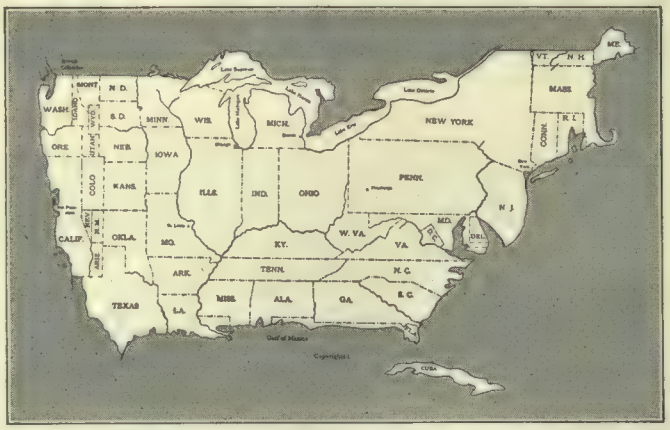
Electrical
ELECTRICAL WORLD
JOURNAL OF ELECTRICITY
ELECTRICAL MERCHANDISING

Industrial
POWER . AMERICAN MACHINIST
CHEMICAL & METALLURGICAL ENGINEERING
INDUSTRIAL ENGINEER

Overseas
AMERICAN MACHINIST (EUROPEAN EDITION)
INGENIERIA INTERNACIONAL

Construction & Civil Engineering
ENGINEERING NEWS-RECORD
Transportation
ELECTRIC RAILWAY JOURNAL
BUS TRANSPORTATION

This advertisement is the third of the series which is appearing in the following newspapers —*New York Times, Philadelphia Public Ledger, Pittsburgh Gazette-Times, Cleveland Plain Dealer, Detroit Free Press, Chicago Tribune* and *New York Herald-Tribune;* in the following advertising papers—*Printers' Ink, Advertising and Selling Fortnightly, Class,* and in the McGraw-Hill Publications. The purpose of these advertisements is to arouse a national appreciation of the need for improving industrial sales efficiency, and to awaken a keener interest in the correct principles of industrial selling.



Population is uniform on this map

PEOPLE, not square miles, make a territory important to you as a market.

On this map, population is uniform at all points. Consequently, dots representing your sales, your branches or your dealers will space themselves equally if your distribution follows population.

The dots will not be thick in the East and scattered in the far West, as when the ordinary map is used.

Copies of this population map, large enough for charting purposes, will be gladly sent to sales and advertising executives upon request. Only a few copies are available.

Find out what *your* dots reveal.

EVANS-WINTER-HEBB *Inc.* Detroit

822 Hancock Avenue West

The Evans-Winter-Hebb organization has within itself complete facilities for the planning and production of direct advertising and other printing: Analysis · Plan · Copy Design · Art · Photo-Engraving · Letterpress and Offset Printing · Binding · Mailing

How We Pick Salesmen for Export Markets

[CONTINUED FROM PAGE 20]

We protect him with full commission on all orders from his territory, provided he reports having worked on the deal. We give half commission even if he has nothing to do with that particular deal. This protection is necessary to justify the agent in spending money on advertising and propaganda work.

We accept the principle that we cannot ask the agent to plunge deeply into our line until we have shown him our product and its marketable features. We therefore usually consign a stock of machines and parts and send an expert at our expense to demonstrate the first units. But we stipulate in our contract that the consignment privilege must be terminated within two years, at which time the agent can elect whether to purchase for stock or return to us at his expense.

THERE is nothing more perfidious than a continued policy of consignment. The agent always over-orders and always leaves you stuck with a big depreciation and obsolescence on such a stock. The alternative is to give periods of payment up to six months if necessary, to give the agent the chance to turn over his stock and collect from his customer. Such terms are of course relative to the rating of the agent and the security offered.

The result of this cooperation has been that our foreign agents are almost branches of our company. They are absolutely loyal to us in return for our loyalty to them. They risk their money cheerfully and they follow our policies in every detail. Some of them have had a pretty tough time in the last three years, but we have never received a threat of cancellation, and we have not lost a cent through bankruptcy.

We do not discount notes of agents or customers, as we can borrow cheaper from the American banks on our company credit than to go through the elaborate process of contingent liabilities involved in the discounting of foreign paper.

Our foreign business is a source of great gratification to us. It is profitable business in itself and is effective as a balance wheel, even through these last years of foreign depression.

There is one last message that I want to give you that may both startle and interest you. We have bitter competition from British, French, German, Swedish and Belgian manufacturers. When I made a trip around the world last year, I found but one country that was not rotten with anti-American propaganda. That one exception was Japan—and you know how we have rewarded her. But every agent and every direct representative that I met told me the same story. There isn't a

[N.B. This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.]

Mrs. Walnut Hills

. . . *daughters of pioneers*

ONE day, about a century ago, the belle of the city left her East Fourth Street home for a honeymoon cabin built by her pioneer husband in a clearing "far out on the hill."

Today, almost on the spot of that clearing, stands the home of Mrs. Walnut Hills IV. It is a big home where guests gather often—a hospitable home, a "leadership" home.

For Mrs. Walnut Hills, like her ancestors, is a leader. The Woman's Club claims much of her time; the sick and unfortunate watch for her coming; in politics, hers is an important voice.

With so many outside activities, it is a wonder Mrs. Walnut Hills has time for her home. Yet she is an ideal mother, a model homemaker. Her husband says she is a "clever manager"—she knows what and where to buy.

Just where does she buy? Only Mrs. Walnut Hills' check-book can tell you. But you may get a hint from the advertisements in her favorite newspaper. For Mrs. Walnut Hills, too, is a Daily Enquirer reader—to the 5,548 residence buildings in her community, 4,017 Enquirers are delivered each day.

A "first" suburb, covered by a "first" newspaper! Could there be a better combination, Mr. Advertiser, for business-getting purposes?

I. A. KLEIN
New York Chicago

R. J. BIDWELL CO.
San Francisco Los Angeles

The CINCINNATI ENQUIRER

"Goes to the home, stays in the home"

WHEN THE PRESIDENT WISHED FOR THE MAGIC RUG

He doesn't believe in fairy stories, this president of a great modern manufacturing organization. He's an intensely practical and capable executive. For years his slogan has been "Production! More Production! Greater Efficiency in Production!"

But today when he sits in his office and hears the enormous flood of production thundering from his marvelously organized factories, he isn't studying the birdseye view of the plant with smug admiration.

He is looking at production from a new angle. There has come a rude awakening—he doesn't control its distribution. That's in the hands of his dealers—they regulate his business, determine its profits.

Now the president is wishing for the magic rug. He'd like to visit all these dealers at their places of business. He'd like to know how they can be made better merchandisers. What he could do to make them present his product to its best selling advantage. How he can secure, for his product, the sales right-of-way in all their stores.

What this president really wants is complete control of the sales of his product from the factory to the consumer. He can get this control through Caxton Applied Direct Advertising which the dealers will welcome and pay for.

Ask your advertising agency about Caxton a.d.a., or write us direct.

THE CAXTON COMPANY

Caxton Building, *Cleveland*

year but what one or more American firms send over a vice-president with a hundred thousand dollars to spend in starting a foreign market. He knows it all. He can out-guess the exchange. He makes a big show. He cuts prices. He guarantees impossible performances and, worse than anything else, he knocks other American firms. Every country has its element that wants the best and is willing to pay for it. The American name stands for high quality, high prices and service to the customer. When another American firm comes into the market with cut prices and takes pains to point out the alleged weaknesses of other American firms, the American firms already represented have got to fight back, and sooner or later the bewildered customer begins to wonder if he would not do as well buying German stuff at half price.

So, if you are coming into export, look before you leap, credit the other fellow with some sense, and—play the game.

Frank J. Kivlan

Formerly in the national advertising department of the *New York Evening Journal*, has been appointed advertising and sales promotion manager of the Colt-Stewart Company, New York, metropolitan distributors of Maxwell and Chrysler automobiles.

Second District, Associated Advertising Clubs of the World

Elected H. C. Squires of the International Correspondence Schools, Scranton, Pa., to the position of district chairman at the final business session of the Bethlehem convention on June 2. Richardson Wheeler, Brooklyn (N. Y.) Chamber of Commerce, was reelected district secretary, and P. Ross Bundick of the Service Terminal Company, Baltimore, was elected vice-chairman. Lancaster, Pa., was awarded the 1926 convention.

League of Advertising Women

Announce the election of the following officers and directors to serve for one year from July 21: president, Minna Hall Simons, Powers Reproduction Corporation; vice-president, Clara B. Woolworth, special writer on electrical household devices; corresponding secretary, Ida Clarke, Scott & Bowne, Bloomfield, N. J.; recording secretary, Janet MacRorie, Public Service Corporation of New Jersey; treasurer, Elsie E. Wilson, American Fair Trade League; directors, Katherine A. Clarke, Mabel Graswinckel, Cora E. Morlan, Lois Z. Guck, Jane J. Martin, Edith V. Richter and Louise Rogers.

R. W. Webb

Has resigned as vice-president and treasurer of the Witte Engine Works to accept the position of vice-president and director of sales of the Hercules Corporation of Evansville, Ind., manufacturers of motors, automobile bodies and iceless refrigerators.

John C. McClure

Has joined the sales and service staff of Buckley. Dement & Company.

Fortunes Buried in Advertising

[CONTINUED FROM PAGE 36]

fectively it is carried forward, the shorter the distance the public will have to go, and the more profitable the advertising will be as a result.

There is, to be sure, a certain "school" which advocates using sheer weight of advertising to *force* distribution, and there can be no quarrel with this school, provided the advertiser realizes what he is doing, and has the money to see it through; and provided also as a business man his common sense tells him there is no cheaper way for him to win the battle of distribution. (For why should common sense be suspended in buying advertising any more than in buying buildings or machinery or materials?)

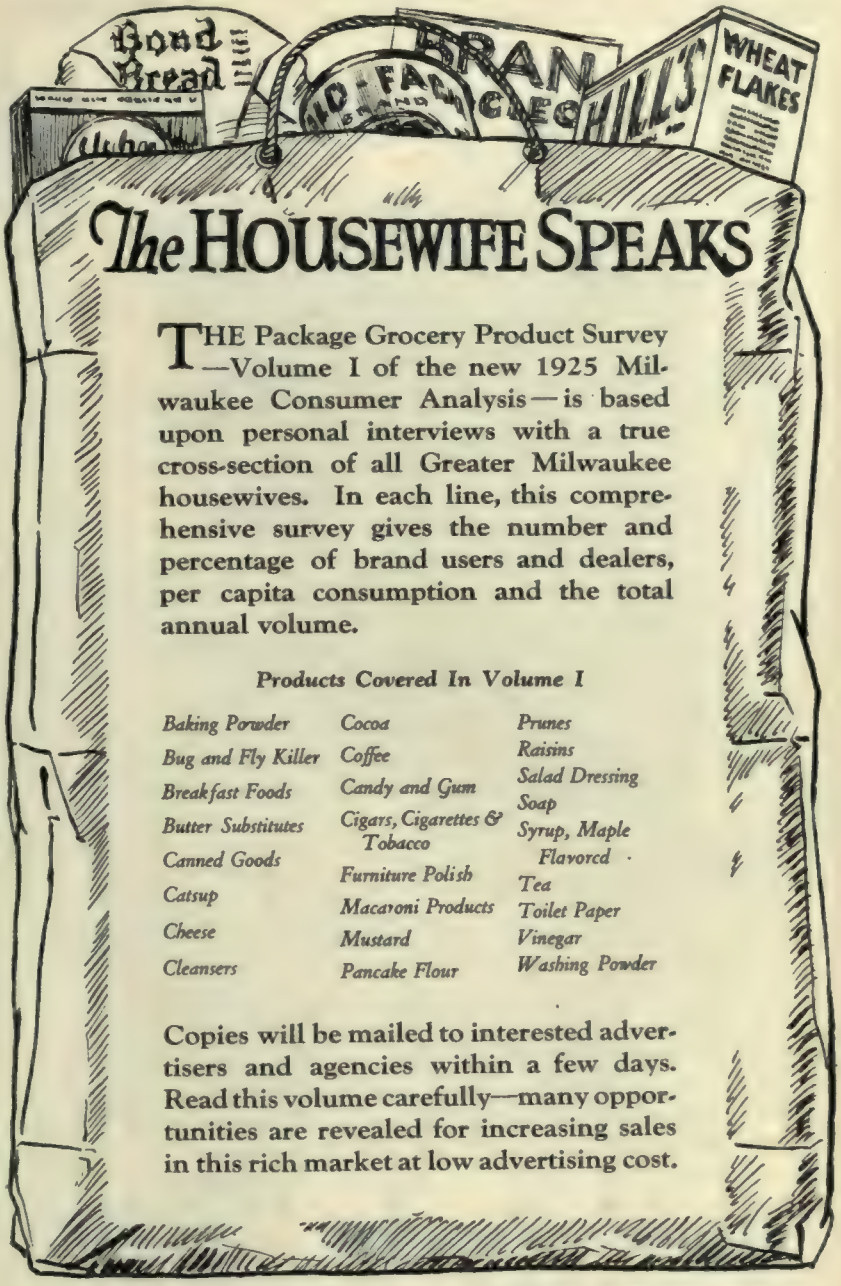
OF course, not every business sells through salesmen and dealers. In the case of a business which plans to distribute otherwise, the fourth Key Question must be answered definitely in some other way; arrangements must be made so that the product and the prospective purchaser can be brought together *economically*, whether by mail or express or freight, by branch offices, by personal salesmen or canvassers, or by some method that has in it the seed of marketing success *entirely aside from the advertising.*

And now we come face to face with the fifth and final Key Question, that not one advertiser in a dozen can face with equanimity: "Are we ready to start?"

The stories of advertising failures—and there are plenty of them—are all too often stories of booklets or catalogs not ready for distribution when the advertising started, of salesmen hurried out into the territory without proper drilling; of samples in work but not ready at the moment, when people wanted them; of belated scurrying for testimonials; of window displays needed but not available; of packages or containers delayed so that orders had to be held up; of prices too hastily set; of dealer literature not ready to be mailed; of whole sections of the advertising area not adequately covered by salesmen or sales literature; even of products not perfected and ready to market when the advertising started to run!

The same business men who would not dream of starting an expensive machine while a single screw was missing or a single nut was loose, will turn on the costly and powerful current of advertising and try to run the complicated machine of Sales and Distribution when it is only half assembled—and then wonder what is the matter with the current when the machine doesn't run and grind out profits for them as they hoped it would!

When a great daily newspaper can be put to press, complete in every detail, in twenty-four hours' time, though



Read by more Milwaukee and Wisconsin people than any other publication in the world.

The Milwaukee JOURNAL FIRST - by Merit

Envelopes

PLAIN, PRINTED OR LITHOGRAPHED
FOR EVERY PURPOSE
Send for Samples—Prices that are Interesting
HESSE ENVELOPE AND LITHO. CO.
4161 North Kingshighway ST. LOUIS

THE PHOTOCRAFT COMPANY CLEVELAND

Specialists IN ILLUSTRATIVE PHOTOGRAPHY

CARD BLDG. CLEVELAND, O.
The PHOTOCRAFT COMPANY

Homecraft

Small town people are probably more interested in home life than any group in America. A larger proportion are home owners than either farm or city.

Editorial matter in People's Popular Monthly aimed at stimulating interest in more attractive homes—always strikes a very responsive chord.

Homecraft is a term we are using to arouse interest in "a more attractive home and family life."

National advertisers who have a product for the "home" should select People's Popular Monthly as the first medium to carry their sales message.

People's Popular Monthly

Des Moines, Iowa

Carl C. Proper
Editor and Publisher

Graham Stewart
Advertising Director

GET THE 1925 RED BOOK

More than 6,000 names of wholesale grocers, semi-jobbers, and chain store operators in U. S. Financial size, branches, etc., designated.

$2.50 each, postpaid

Special prices on quantities.

THACKER GROCER DIRECTORY
Dept. AS, 33 W. Gay St., Columbus, Ohio

Research on Cooperative Buying by Independent Retailers

The first research ever made on this subject. Complete details secured by travel and close analysis of many "co-ops." 150 typewritten pages, $350.00. 75 page synopsis, $125.00

THE BUSINESS BOURSE
15 West 37th St., New York City

dependent upon raw materials from the forests of Canada; news from the remotest sections of the world, as well as from the back alleys of its home city; advertising copy from a thousand local merchants and business men; plates or mats from hundreds of foreign advertisers or their agencies; ink and metal; pictures, art work and plates; labor and supervision; gas and electricity; oil and glue; twine and transportation: I say, when a great newspaper can organize all these materials and factors, over several of which it has no control, and deliver the finished product at our doors every morning before breakfast, then what excuse is there for a business man with weeks or months at his disposal, and pretty definite control over the elements and factors involved, to turn on the current of advertising with his machine only half ready to run?

Is it good business judgment? Is it even common sense?

Advertising is not a cure-all, nor is it magic force that works miracles all by itself; it is merely a powerful business accelerator which will help a business to travel faster and farther than it could otherwise—much faster and much farther. But if the business is not ready to travel, or if it is not headed in the right direction—in other words, if it is not so organized that it would succeed anyway—it is too much to expect advertising to pull it through and make it a great and shining success.

George A. Hammer

Has joined Walker & Company, outdoor advertising, Detroit, as sales director.

Henry C. Klein

Has joined the sales staff of the Criterion Photocraft Company, New York.

Irvin F. Paschall, Inc.

Chicago, will act as advertising counsel for the Samuel Cupples Envelope Company, St. Louis and New York.

Advertising Club of Columbus

Ohio, announces the election of the following officers: president, H. H. Maynard, professor of business organization, Ohio State University; first vice-president, John T. Balkan, advertising manager, Pure Oil Company; second vice-president, John Q. Doty, national advertising manager, *Columbus Citizen;* secretary, Robert A. Warfel, publicity manager, Columbus Chamber of Commerce; treasurer, C. S. Anderson, advertising manager, Ohio National Bank; librarian, Miss Harriet Fisher, advertising manager, Dunn-Taft Company; trustees, Perry M. Miller, Heer-Miller Advertising Agency, and Henry Holderle, Bratton Letter Service.

Miller, Black & Vanderbilt, Inc.

New York, will direct advertising for the Allweather Ventilator Corporation, same city.

RUBBER tires or corn flakes, life insurance or garden hose, whatever you have to sell—the owners of the 17,591,891 motor cars registered in the United States constitute a market with money to buy your goods. Outdoor Painted Display on the streets and motor highways is the most direct and economical advertising route to this great market. This Company is completely equipped and competent in every respect to plan and execute your campaign, either on a nation-wide basis or concentrated in particular localities.

General Outdoor Advertising Co.

550 West 57th St., New York City

Branch Offices in 52 other cities

Announcing

an Advertising business that started 19 years ago,

Electrograph has handled millions and millions of advertisements for others but has never before advertised in its own behalf.

The merit of the product and the dependability of the service has attracted an ever widening circle of new clients, practically all of whom have "repeated" with greater volume year after year.

Electrograph expansion has been consistent—several plants have been outgrown. During 1923 machinery and floor space were doubled. 1924 saw still further growth and 1925 witnesses Electrograph breaking all previous production records.

Electrograph, a patented process, is the original method of localizing and individualizing Direct Mail.

Today Electrograph is a complete Direct Mail service with creative and preparatory departments specializing in sales promotion literature to and through dealers to consumers.

In capacity for volume, in number of employees Electrograph is one of the foremost Direct Mail institutions in the country—if not the largest.

Backed by a wealth of experience and performance, Electrograph now offers its time-honored, sales-tested services to a limited number of new national accounts.

Electrograph

Created **DIRECT-MAIL** *Localized*
Individualized
Distributed

THE · ELECTROGRAPH · COMPANY
725 West GRAND BLVD.
DETROIT MICHIGAN

Recently Published

By D. Appleton and Company, New York.—"Constructive Merchandising," by Robert E. Ramsay. An exhaustive study of merchandising methods now in use by a number of concerns in various fields, together with theories and plans for improved merchandising. Profusely and pertinently illustrated by charts, graphs, statistics and pictures. A thorough book which should prove of great value to modern business. Price, $6.

By the Quality Group Magazines, New York.—"An Advertising Primer." Inspired by numbers of primary questions which have been addressed to the Quality Group with regard to fundamental matters of advertising. "Containing a most interesting collection of facts to which is added new and useful suggestions concerning advertising calculated to strike a lasting impression on the minds of many a manufacturer," describes briefly the true aims of advertising and outlines the various steps necessary for constructive, well directed campaigns with special references to the functions of trade papers and the "Quality Group." Whimsically illustrated with facsimiles of pages from old-fashioned school primers.

By the Industries Publishing Company, New York.—"Publicity: Some of the Things It Is Not," by Ivy L. Lee. Reprints of two speeches by Mr. Lee, the first given before the American Association of Teachers of Journalism at Chicago and in substantially the same form before the Advertising Club of New York, and the second delivered before the 1916 convention of the American Electric Railway Association. The book is divided into three parts. Part I contains the first mentioned address and is entitled "Publicity and Propaganda." It defines the speaker's conception of the two names and the application of each to the present-day world. Part II contains questions and answers evoked by this address, and Part III contains the second address, "Publicity as Applied to Public Service Corporations."

By the A. W. Shaw Company, Chicago.—"Psychology in Business Relations," by A. J. Snow, Ph.D., of the faculty of Northwestern University and director of research for the Yellow Cab Company. Presents in logical and interesting manner the fundamentals of psychology in business. Explains psychological factors in buying, the consumer's place in the sale, the subjective and objective influences of demand. Emphasizes methods of attracting attention, arousing interest and securing conviction, both in advertising and in personal selling. 562 pages. Price $4 net.

By Orrin Thacker Directory, Columbus, Ohio.—"The Red Book." The thirty-first annual issue of this directory of wholesale grocers, semi-jobbers and chain stores in the United States and Canada. More than 6200 names appear, listed alphabetically and arranged according to States and cities. Price, $2.50 postpaid.

Typical receiving plant where milk is prepared for the New York City market.

Area comprising the New York City Milk-Shed.

What Do You Mean - "New York City Milk-Shed"?

IN the days when we used to munch apples behind the broad covers of the geography, we learned how the rivers and streams drained large territories. These were known as the water-sheds.

The waters of a large area are drained by the Hudson to be swept into New York harbor. And the milk of an even larger area is carried by railroad lines into New York City. This area, comprising one of the wealthiest dairy regions of the world, is known as the "New York City Milk-Shed."

The dairymen living in this area command the greatest fluid milk market in the country. Moreover, they are strongly organized through the Dairymen's League for collective bargaining. They are this year receiving higher prices than at any time during the past decade.

With these dairymen, summer is the month of greatest income and lowest expense. The milk checks are generous, due to sustained prices and large milk flow while the cows are in pasture gathering their own feed, practically without cost to their owners.

Summer is the best time to talk business to the readers of the Dairymen's League News. Through this paper, advertisers can be sure of reaching *every* active member of the Dairymen's League. These men give first preference to the paper which they themselves have established.

Now is the time to use generous space, and the cost is moderate—50c a line for a circulation which has averaged 70,000 for the past six months. Published every Friday, last forms close on Monday of the preceding week.

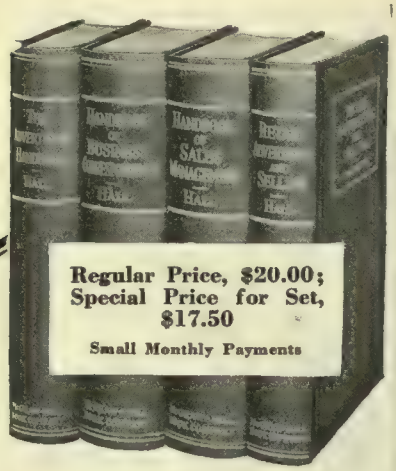
A request will bring you Sample Copy and Rate Card

NEW YORK:
120 W. 42nd Street
F. M. Tibbitts, Bus. Mgr.
O. E. Everett, Adv. Mgr.
Phone Wisconsin 6081

DAIRYMEN'S league NEWS

CHICAGO:
10 S. La Salle Street
John D. Ress
Phone State 3652

"The Dairy Paper of the New York City Milk-Shed"



ADVERTISING AND SELLING EXPERIENCE

—at your fingers' ends

IN these four great books on advertising and selling in all branches you get the benefit of the experience of scores of the most successful business organizations of America. Solve the problem of your advancement by absorbing this clearly described experience. It may enable you to climb in a year or so farther than you would in five years' plodding along by your own personal experiences.

S. Roland Hall's Library of Advertising and Selling

Four Volumes, 3323 Pages, 5½ x 8, Flexible Binding, 1090 Illustrations. $1.50 in ten days and $2.00 monthly for eight months.

The big, well-paying jobs call for men with all-around knowledge of the entire selling business—advertising, personal salesmanship, planning, managing, etc. Add to your own experience a working command of the principles and methods that have been proved in the experiences of the most successful selling organizations. You get them—hundreds of them—in

The best experience of leading organizations

Covers as much ground as courses costing five or ten times as much. Complete campaigns of many kinds outlined. Thousands of sales ideas and plans, time-saving methods and stimulating suggestions for daily use in solving marketing problems of all kinds—manufacturer to small retailer. Examples taken from scores of such prominent concerns as Burroughs Adding Machine Co., Kuppenheimer & Co., Morris & Co., National Cash Register Co., American Radiator Co., Conklin Pen Manufacturing Co., Eastman Kodak Co., Marshall Field & Co., Lord & Taylor, United Cigar Stores, J. C. Penney & Co.

Special Library Price $17.50

No Money Down
Small Monthly Payments
Examine the Library for 10 Days Free

FREE EXAMINATION COUPON

McGRAW-HILL BOOK CO., INC.
370 Seventh Avenue, New York

You may send me the HALL LIBRARY OF ADVERTISING AND SELLING for ten days' free examination.

If the books are satisfactory, I will send $1.50 in ten days and $2 a month until your special price of $17.50 has been paid. If not wanted, I will write you for shipping instructions.

Signed .....
Address .....
Position .....
Company .....A. F. 6-17-25

—and Now Concerning Copy

IF I WERE a well-bred American woman, and if I picked up a magazine and saw myself called "Milady" right out in print by a lot of louts who apparently believe that *Milady* sizes me up, I should be strongly tempted to give them a perfectly lady-like sock on the nose.

THREE OF FOUR YEARS ago when we caught the first of the advertisements Mr. Charles Frazier's agency made in Honolulu for Musa-Shiya the Shirtmaker, we went home and prayed that God would make us a copy-writer like that. God fell down, but now we are going to try the effect of another prayer, for another edition of Fortnum and Mason's periodical catalog (made by Stuart of Kingsway) has just come in.

With such whimsy of illustration and such nimbleness of text! For instance:

"We have these cakes made at a little rose-covered country house, by people steeped in the sweet lore of home-made cake-craft. We will not even let them come to London for a holiday, for fear they should be contaminated by modern methods. So there they bide, unhurried and at peace, with bowls of rose-water at their elbows, and little sprigs of rosemary and great crocks of buttermilk, making glorious cakes full of the goodness that was England.

"Could such cakes as these be made within earshot of a London motor-bus? We trow not."

THEY ORDER such things better in England. Mr. John Hildebrand, in the April 24 *Advertisers' Weekly*, of London, quotes among other samples, this of Trump's Plum Puddings:

"The eating of them makes a man realize how fond he is of *all* his relatives—well, *practically* all."

—AND THIS, of Trump's Chinese ginger:

"Fat-root ginger with its generous warmth curbed by sweetness. And then there is the syrup—lazy in its richness."

—AND THIS, of—yes—*hams:*

"Deep sheathed in ivory-white fat and close set with rosy meat . . ."

MR. HILDEBRAND thinks neatly that it would be a good idea if copy-writers were to "step out with their imaginations." The trouble with most copy that undertakes to do this is that the copy-writer's own imagination may be a deceitful young lady to step out with. The young copy-writer is likely to let his language get the best of his sense, in which case the copy will convict him of indecent exposure of the imagination; while the old copy-hand has been ambushed and ham-strung so many times he doesn't dare step out without crutch-words. When, however, the writer's imagination meets the buyer's imagination in easy, sparkling, jingle talk, then you get advertising.

ONE THING about the new English copy, English pictures and English layout that we can study long and fruitfully is the assumption that the very average reader has enough background to "get" a good deal of quiet, unobtrusive, humorous and very human detail. If we go in for our vaunted American humor in an advertisement, we are pretty apt to say it with custard. If we were selling pianos to lords (if lords could buy pianos) we would have a tough time getting rid of the tradition that the higher the social stratum, the thicker the syllables. Over there they talk good average *Punch* to the carriage-trade, and the carriage-trade reads and buys, though its credit is slowish; here we talk to plain United States incomes, whose credit is pretty good, in terms that belong to a truckling modiste who has only recently taken up the American language.

BEFORE THE FRIENDS of Irish Freedom gang on us and burn us for a Tory, leave us hasten to say that we refer to the amiable pace and *subtle selling* of the *newer* English type of advertising. The older type, still in the majority, is like our own of the same pre-war rubber-stamp—and much sourer.

THE ELECTRIC HOSE AND RUBBER COMPANY of Wilmington, Delaware, in one-third of one quarter-page in the May 2 *Saturday Evening Post*, by means of one drawing by Gluyas Williams, said almost everything that could ever be said against the wrong hose, and made all possible claims by inference for its own. The space required was 2 by 4¼ inches.

SPEAKING OF HOSE, the party or parties who devised the cat's-eye view of Allen-A hosiery, may claim at this office a five-volume set of Henry Smith Williams' History of Science, in which several other less important inventions are recorded. This prize is awarded for the great boon granted by said party to all advertisers who have tried for years to do something new in pictures of stockings and shoes.

NEXT TO A FULL MEAL, you can sit and look at a René Clarke Heinz jar of peanut butter.

27 years continuous service to Hinds

Protecting

The Beautiful Complexion

Hinds Honey and Almond Cream is a soothing, refining cream that by daily use prevents any tendency to roughness or irritation. An invigorating cream that tones and freshens and protects the complexion from injury by dusty winds or chilly atmosphere. A cream that softens the skin to a velvety texture. This cream is so simple to apply, so sure in its improving results that it readily becomes the favored complexion cream of all who try it. Its economy is due to the small amount required—only enough to moisten the skin. Let the use of Hinds Honey and Almond Cream become a part of your daily program.

Hinds Cre-mis Face Powder, surpassing in quality and refinement; distinctive in fragrance and effect. White, flesh, pink, brunette. Boxes 60c, 15c. Sample 2c.

All dealers sell Hinds Honey and Almond Cream, 50c, $1.00. We will mail a sample for 2c, trial bottle 6c, traveler size, 10c. Try-out box of 5 samples, assorted, 10c. Booklet Free.

A. S. HINDS CO., Dept. 16, Portland, Maine

The Hinds Cream Girl, by its long years of publicity, has become a fixed part of the institutional value of the Hinds trademark, in the United States and 31 foreign countries.

This picture has been printed in advertisements and on Hinds packages more than seven billion times. It is thus firmly entrenched in the minds of the world's buying public

WHEREVER you go—in cities, towns and villages—you will find the familiar bottle of HINDS Honey and Almond Cream. Every day, it is sold over the counters of more than seventy thousand stores. The name HINDS, and HINDS' products are known in all civilized countries of the world.

MORSE INTERNATIONAL AGENCY
Advertising
449 Fourth Avenue . New York
6 Gracechurch Street . E.C.3, London

Telling It to the Boy Scouts

Jim Morse Is Coming Back!

THE most popular hero *Boys' Life* ever had is Jim Morse. Our readers have never had enough of Jim and his two pals, Captain Burr and the "Admiral."

And now, after a long absence, Jim Morse is coming back. His new adventures and experiences will be told, as formerly, by J. Allan Dunn.

Features like these—Dunn, Sabatini, Sherman, Beard—are what create the tremendous reader interest manifested in *Boys' Life*.

And it is this very reader interest which makes advertising in *Boys' Life* so profitable to manufacturers of products sold to boys.

BOYS' LIFE
THE BOY SCOUTS' MAGAZINE

200 Fifth Ave. New York, N. Y. | Lincoln Bldg. Los Angeles, Cal. | 37 So. Wabash Ave. Chicago, Ill.

House Organs

We are the producers of some of the most successful house organs in the country. Edited, printed, and mailed in lots of 1000 and up at 5 to 15 cents per name per month.
Write for copy of THE WILLIAM FEATHER MAGAZINE

The William Feather Company
611 Caxton Building :: Cleveland, Ohio

CATCH THE EYE!

Liven your house organs, bulletins, folders, cards, etc., with eye-gripping cuts—get artwork at cost of plates alone. Send 10c *today* for *Selling Aid* plans for increasing sales, with Proof Portfolio of advertising cuts.

Selling Aid, 308 S. Wabash Ave., Chicago

A TAYLOR THERMOMETER ADVERTISES 24 HOURS EVERY DAY
Agents whose clients' products are in keeping with thermometer advertising recommend *Taylor* Outdoor or Indoor Advertising Thermometers. All year round publicity, because of universal human interest in temperature.
Write for catalog and quantity prices.

Taylor Brothers Company
ROCHESTER, N. Y. N-38
(Division of Taylor Instrument Companies)

What Are Unfair Business Practices?

Recent Decisions of the Federal Trade Commission Condensed for Quick Reference

PREPARED CEREAL.—The manufacturer of a nationally advertised cereal, whose principal office is in Minneapolis, has been ordered to cease and desist from carrying into effect its policy of securing the observance of minimum resale prices for its product by cooperative methods in which the respondent and its distributors, customers and agents undertake to prevent others from obtaining the company's product at less than the prices designated by it, or from selling to others who fail to observe such prices.

SYRUPS AND BEVERAGES.—A firm of Birmingham, Ala., engaged in the manufacture and distribution of a brand of beverage and syrup products, has been ordered to cease and desist from using in their labels or advertising matter pictures of vineyards or words or symbols which state or suggest that the product is made from grapes or grape juice, since this is not the case. As the trade name of the product contains the word grape, it is further stipulated that wherever this name is used, there must be in close proximity to it an explanation in letters at least half as high and half as wide and of a heaviness and color in proportion, stating that the product is composed of imitation grape juice.

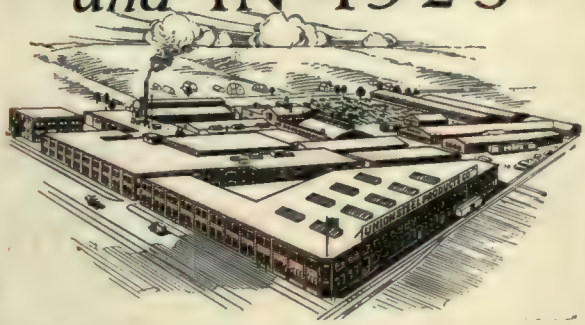
GLUE.—A New York concern, manufacturing flexible glues and allied products, has been ordered to discontinue its practice of giving or offering money to the employees of prospective purchasers in order to induce them to influence their employers to purchase the product of the respondent.

HOSIERY—A Philadelphia concern is required to refrain from advertising or representing in any way the ownership, control or interest in any factory in which is manufactured the goods sold by the concern unless the concern is in fact the manufacturer of the product. Another prohibition contained in the order is that the concern must not advertise, label or represent hosiery as being "fashioned" or "full fashioned" unless the hosiery is actually made by joining the opposite side of a fabric which has been knitted or woven flat in a form so that it makes a shaped hose when closed or in which the fabric so knitted flat has been cut so as to make a shaped hose when closed. A Rockford, Ill., concern also came under the provisions of this labelling rule.

MOTION PICTURES.—Four film distributors of New York, Boston and Philadelphia have been ordered to cease and desist from selling or leasing any motion picture photoplay under a title other than that under which the photoplay was originally issued and exhibited, unless the former title and the fact that it had previously been exhibited under such title be clearly and unmistakably set forth, both in the photoplay itself and any advertising matter used in that connection.

IN 1907

and IN 1925



A million dollar firm— and how it grew

IN 1907, the Union Steel Products Co., Albion, Mich., employed twelve workers. The plant was a one-story affair; the business, $30,000 annually.

Today there are 300 employees; the factory covers three city blocks. Sales run into the millions.

What increased this business?

Wise diversification of the line, and consistent advertising were prime factors. To the manufacture of sand screens (to which the entire plant was originally devoted) were added new products—each with a market known to be good. Facilities were increased and now the line includes such articles as wire baskets, canning outfits, racks, trucks, chutes, and bakers' machinery.

A consistent advertiser in business papers

Coincident with the steady growth of Union's business has been the increase in the amount of business paper advertising — from practically no space to substantial representation.

The baking industry was cultivated. Space in several trade papers made Union's name well known. Today the company does 50% of its business in this field.

The hardware field is the most recent to be successfully entered, and space is being carried to acquaint dealers with Union products.

This success is one of many in which business paper advertising has played an important part. In the merchandising of practically every product, there are trade, industrial or professional publications that should be used if the best results are to be obtained.

The most influential of these papers are members of the Associated Business Papers, Inc. This membership means circulation audited by the A.B.C.; real reader interest; and strict adherence to the highest standards of editorial and advertising content.

For information regarding these papers, the fields they cover, and how they can help your business to grow, consult our Advisory Service Department. No obligation.

"Member of The Associated Business Papers, Inc.," means proven circulations, PLUS the highest standards in all other departments.

A.B.P.

THE ASSOCIATED BUSINESS PAPERS, INC.

Over 120 Papers Reaching 54 Fields of Trade and Industry

HEADQUARTERS, 220 WEST 42nd STREET NEW YORK

WHICH PAPER?

The Strathmore 4-Group Plan Tells

COVERS	BOOKS	JAPANS	BONDS	WRITINGS
THE · EVERYDAY · GROUP				
Bay Path Cover	*Bay Path Book*	*Bay Path Imperial*	*Bay Path Bond* *Blandford Bond* *Strathmore Multicopy Bond*	*Bay Path Vellum*
THE · PRESTIGE · GROUP				
Alexandra Deckle Edge Narrow Width *Old Cloister Cover* *Rhododendron Cover* *Strathmore Munsell Cover*	*Alexandra Book* *Alexandra Deckle Edge Narrow Width* *Blandford Book*	*Alexandra Japan*	*Alexis Bond* *Saxon Bond*	*Alexandra Brilliant* *Strathmore Snowdrift* *Telanian Extra Super* *Woronoco Damask*
THE · DISTINGUISHED · GROUP				
Old Stratford Parchment Cover *Strathmore Deckle Edge Narrow Width*	*Old Stratford Book* *Strathmore Charcoal* *Strathmore Deckle Edge Narrow Width*	*American Japan Parchment* *Strathmore Japan*	*Strathmore Deed* *Strathmore Parchment* *Woronoco Bond*	*Strathmore Script*
THE · DECORATIVE · GROUP				
Aladdin Cover *Araby Cover* *Bannockburn Cover* *Parquetry Cover* *Strathlaid Booklet* *Strathmore Brochure* *Strathmore De Luxe*	*Strathlaid Booklet* *Strathmore De Luxe*			*Aladdin Writings*

STRATHMORE EXPRESSIVE PAPERS ARE PART OF THE PICTURE

A PRINTING ASSISTANT

for two cents

Consider yourself the interviewer, and this 4-Group Plan the applicant for a job. I do your paper-remembering. I save you searching through endless paper samples. I show you the right-priced, right qualitied papers for each job. I don't sell; I only serve. And all the office-space I require is a little desk or file-room .... Yes, the 4-Group Plan fills a real job in a real way. It has the answer to "which paper" problems. It tells which papers for everyday printing — the Everyday Group. Which papers for better printing—the Prestige Group. Which papers for best printing—the Distinguished Group. Which papers for bizarre or novel printing—the Decorative Group. Thus, you can begin at either end of a job—with the price you want to pay—or with the result you want to achieve. How will you have your chart, in desk or handbook size? Please check the coupon and mail.

WHICH SIZE CARD?

The 4-Group Plan Card has been printed on fine Strathmore paper, in 2 sizes;—File, desk. Check which you want (or all, if you wish) and mail to us.

STRATHMORE PAPER CO., MITTINEAGUE, MASS.

Please send Desk size ☐ *File size* ☐

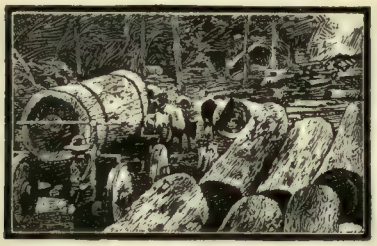
Send Strathmore Handbook, shows 47 varieties of paper ☐

Name

Address

WHICH STRATHMORE EXPRESSIVE PAPER?

The 4-Group Plan tells



LUMBER is generally associated with building activity. Yet—, one of the larger users of lumber in the United States is the furniture manufacturer.

This industry is willing to pay good prices for the right kind of lumber. It not only uses Walnut, Mahogany, Oak, Maple, Birch, Gum and like woods in cabinet making—but it also consumes millions of feet of other woods for crating construction work and such items.

Advertisers in the *Furniture Manufacturer and Artisan* obtain noticeable results from their investment—enough so that they renew year after year. Sometimes they are not backward about saying nice things about this business paper.

What they say will interest you. Just ask us. We'll tell you.

The Furniture
Manufacturer & Artisan
GRAND RAPIDS, MICHIGAN
A. B. C. A. B. P.

A trading zone of more than 300,000 population.

SOUTH BEND NEWS-TIMES
Daily and Sunday

Lorenzen & Thompson, Inc.
National Representatives
New York
Chicago San Francisco

On Making Partners of Your Agents

[CONTINUED FROM PAGE 17]

around to get the O. K. of seven executives, each one of whom made comic comments on the margin. The illustrations were subjected to the solemn scrutiny of a jury composed of the president, his stenographer, the advertising manager and one of the men just in off the road.

THE list of publications was changed to conform to the periodicals usually found on the sales manager's library table at home. Six sets of proofs had to be submitted before everybody was satisfied and three of the magazines had to make corrections a week after closing date. And when the advertisements came out, nobody liked anything about them.

Young Jim Robinson, on the other hand, inherited his father's business and proceeded to show that money doesn't always fall on an empty head. He thought that very likely the old business could be doubled if twice as many people bought his product. The magazine and newspaper people had been calling on him for years and he had enjoyed hearing them talk about the way other manufacturers had applied advertising. Occasionally an agency man had dropped in for a pleasant talk. Maybe Jim had been lucky, but no one had ever told him that if he took thirteen color pages in three national weeklies he could wire for a Rolls and spend the rest of his life on wheels.

So when he had steered his business for a year or so alone, he asked some of his magazine friends to recommend a number of agencies. He kept a list of the names they suggested and he found that seven agencies had been mentioned most frequently.

Then he wrote each of them a letter and asked them to call. He *didn't* start each interview by saying:

"Now you must remember that while you may have had experience with many kinds of business, *our business is peculiar.*"

He simply explained his company's position, described its product and its policies, and asked each agency whether it would be interested in being considered.

Would they? They should say they would! For each of them had known something about the Robinson business and in refreshing their memories about it in Mr. Dun's and Mr. Bradstreet's unemotional pages they had found that it had exhausted most of the upper case A's in those gentlemen's vocabularies.

But young Mr. Robinson didn't lean back in his chair and say, "All right, then go ahead and sell me if you can."

Instead he handed each agency's representative a carbon copy of a questionnaire.

"You might glance over these questions," he said. "If anything isn't clear, let me know. I'd like to have the answers in a week or ten days."

He stood up and held out his hand.

The interview was over and the high-voltage salesmen hadn't had a chance to uncork a single volt! As they walked away, gradually they deflated. Here was one man who wanted facts instead of oratory. If he had been engaging a man to take the stump for him in a political campaign he might have been interested in hearing the desk pounded. But he knew that, in advertising, type and pictures must take the place of elocution.

No chance of anaesthetizing this man until he was numb and would forget to ask about some of their weak points. In a thorough way young Mr. Robinson asked each candidate to describe itself.

In other words, he had an idea that engaging an advertising agency was very much like hiring a sales manager or any other important executive. He didn't strive to give the impression of being durably boiled.

HE asked only one trick question. It was:

"In what particular kind of advertising do you regard yourselves as experts, or specialists?"

He wanted to spot those who would speak up with:

"We have made a special study of the product which you sell."

Two agencies did. Out they went without further consideration. He knew they were bluffing and he wanted to eliminate the bluffers at the start.

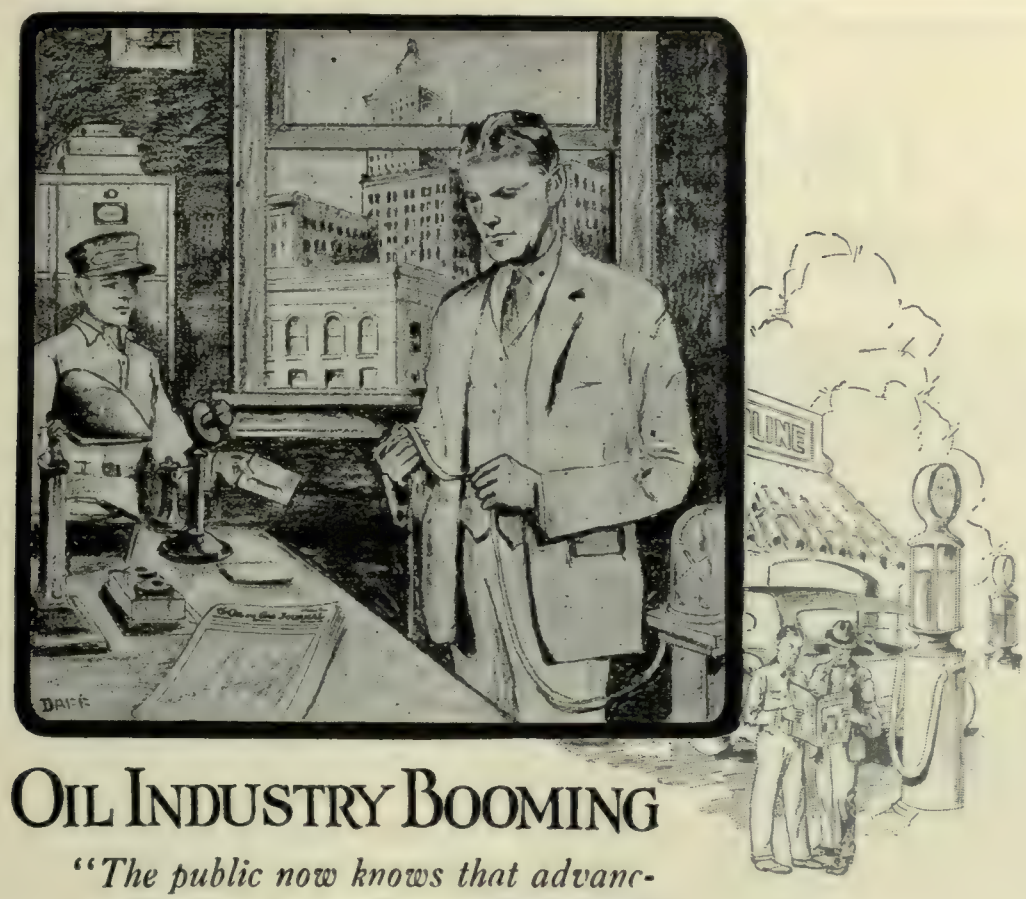
He wrote to all of the customers of the other agencies and after the replies came in, two more agencies were removed from the list.

It's a curious thing about letters from an agency's customers to an inquiring advertiser. Of course none of them is going to say:

"Blank, Blink & Blixen is a very poor agency. That's why we use them."

But just the same there are degrees of warmth in these letters. If all of an agency's customers send merely a perfunctory acknowledgment, it can't be a very exciting agency. But if a fair number of them seem to have taken off their coats, if through the typewritten sentences there shines out a little heat of enthusiasm, it's likely to be a good agency.

So young Mr. Robinson talked to only three agencies after he had care-



OIL INDUSTRY BOOMING

"The public now knows that advancing prices in gasoline are inevitable"

A CONVINCING demonstration of the value of the Oil and Gas Journal was recently demonstrated when it pointed out that, while the total production of oil was growing, the production of light oil had been steadily declining since the peak in January; that the gasoline supply depends not on the total production of petroleum but on the proportion of light oil production.

This timely news was carried across the country on the wires of the great news services and was featured in the headlines over the oil report in every newspaper.

It saved the industry millions of dollars in haulting the pessimistic rush towards another season of depression and reassured the investing public in the stability of the oil situation. As a matter of fact such is the reputation of the Oil and Gas Journal that there was not the slightest hesitation in the general acceptance of its analysis which has stood unchallenged and universally recognized—and the upward trend of gas today is the practical proof that this confidence was not reposed in vain.

A paper that has this kind of a reputation is a good advertising medium. To use it means that you are reaching the worthwhile men in the industry—the men that hold the purse strings.

Perhaps some client of yours manufactures a product for which there is a market in the oil industry. Our research department will gladly furnish you with any oil data you might wish

The OIL and GAS JOURNAL

PRODUCING REFINING MARKETING

NEW YORK CITY
30 Church St.

PITTSBURGH, PA.
1003 Jones-Law Bldg

CHICAGO
1328 Peoples Gas Bldg.

Addressing a First-Rate Agency

A SEASONED, all-around advertising man, now an executive with a world-known publication, wants to identify himself with an upward-looking, high-powered agency as copy-chief, contact man or general executive. His connections for many years with the country's best advertising concerns have made him—

1—acceptable to mature business executives as a counsellor of dependability and ripe judgment;

2—a swift, sound, accurate advertising thinker and a planner, writer and director of campaigns built from the reader viewpoint;

3—a finished technician in visualization, who uses a crackling imagination for the good of the advertiser;

4—competent to express himself orally with the sinew of logic and lucidity; sensible enough to listen when requirements command;

5—able to train younger people and direct subordinates so their friendship is kept.

Not a solicitor, but decidedly creative in a broad and deep sense. American, Protestant, without prejudice. Health abounding, energy unflagging. His associates say that living with him is not difficult. Address him Box-277, Advertising and Selling Fortnightly, 9 East 38th St., New York City.

fully read the answers to his questionnaire.

He didn't ask to see a lot of half-baked copy, hastily prepared on speculation to catch his fancy. He knew that it had taken him several years to get his knowledge of his business and that he didn't intend to invest his advertising appropriation on a recommendation based on a two-hour study of it.

In fact his secretary was busy these days packing up and returning portfolios of "Plans and Copy Suggestions" sent in by other agencies who were still wasting on these speculative efforts the time which might have been devoted to such capable service to their customers that on their records they would have been invited to talk to prospective advertisers.

He carefully studied the specimen advertisements prepared by the three agencies for their customers. He read the copy. He read the headlines twice, because he knew that many magazine readers would read them only once and many more would read nothing else.

He analyzed the layouts, he considered the judgment shown in the choice of artists, he looked for the basic ideas of each advertisement and weighed the method by which it had been carried out to see whether the most had been made of it.

Then he had long talks with the three agencies and made his selection.

One factor which counted in his judgment was the matter of personalities. For he knew that in a relationship so intimate as the one between a manufacturer and his agency it is vital that they like one another and speak the same language. He knew that unless he regarded his agency as a partner, engaged in the enterprise of making his business go, there would be no success in its efforts.

So they all went to work together.

There were adjustments of viewpoint in the next few months. There were minor mistakes on both sides. There was a certain amount of give and take as there is in any very personal and very human relationship.

But there were no misunderstandings. There was no covering up. There was no brittleness, no attitude of daring the agency to please on one side and trimming to please on the other.

Both sides sought facts. And more facts. And more facts. And presently the facts themselves showed what ought to be done. The agency, knowing people and how to interpret facts for people, arranged and presented the facts in the form of advertising.

It was all very simple and smooth because it rested on a solid foundation, a foundation of mutual confidence built of mutual understanding.

"When I hire a man," said young Mr. Robinson, "it's as much my job to see that he makes good as it is his. It's as much my fault if he falls down. I hire my good men for life.

"When I needed an agency, I was hiring a group of men but the principle was the same. And it certainly works!"

Why This Survey Is in Such Demand

WE expected that "How to Sell to Textile Mills" would be well received, but we were not prepared for such widespread expressions of praise and appreciation.

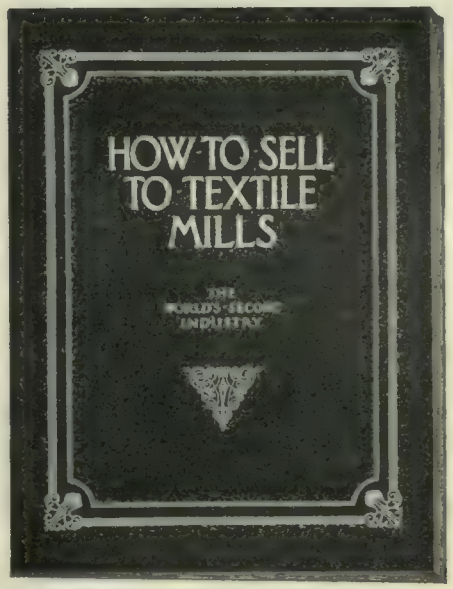
What is the explanation? For one thing, it shows—and this is self-evident—that the Survey contains information of vital importance.

It also indicates an attitude of mind—industrial advertisers are on their toes in search of brass-tacks information about industrial markets and how to reach them.

They seem to realize that, while the tremendous buying power of industry is vested in a mere handful of executives, yet these men are scattered among a number of industries, served (with widely varying degrees of effectiveness) by a large number of publications.

It takes knowledge—FACTS—in order to make intelligent decisions as to sales and advertising efforts and expenditures.

Here is a book that contains facts, concisely stated, about "the world's second industry" and how to reach it.



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Chapter II—What the Mills Buy.
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Chapter III—Buying Habits.
Who Buys? Personnel of Mills; Their Sources of Information.

Chapter IV—Textile Publications.
Types of Mediums; Textile World; The Consolidated Textile Catalogs; The Trade Directories.

Chapter V—Services Rendered.
Definite Service to Advertisers; Conclusion; Your Plan.

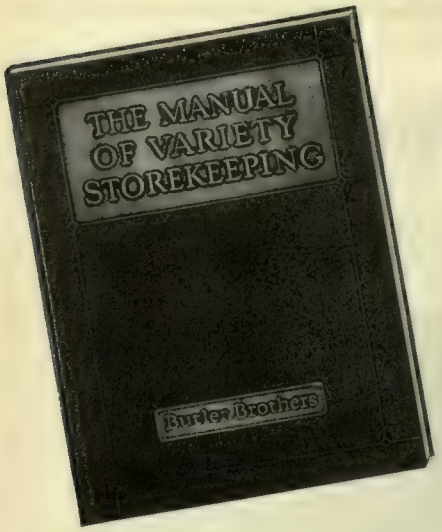
A copy of this Survey will be sent to any manufacturer or agent offering an industrial product or service

Textile World

Largest net paid circulation in the textile field

Audit Bureau of Circulations
Associated Business Papers, Inc.

334 Fourth Avenue, New York



How would your catalogue appear in an Art-Leather Cover?

WOULD the value of your catalogue be enhanced with a Smith-made Art-Leather Cover? Would it look more attractive to the buyer; would he use it more frequently; keep it on his desk or put it in his files? Would it make him instinctively use your catalogue when placing orders? In a nutshell, would it help you build larger sales for less money?

The answer to all of these questions involving the value of the catalogue, its cost, what it will do and how it will appear can be quickly answered.

Simply send us a copy of your catalogue and tell us how many you issue. Without any obligation to you, we will put a Smith-made Art-Leather Cover on it; suggest a coloring and embossing arrangement and submit prices. The low cost will surprise you.

You owe it to your business to investigate this newer method of stimulating catalogue sales. Send us a catalogue to-day so that we can put the complete picture before you without delay.

During recent months, we have made more than 150,000 Smith-made Art-Leather Catalogue Covers, Salesmen's Portfolios, Display Cases, Window and Counter Signs for:

Audit Bureau of Circulations
Brunswick-Balke-Collender Co.
*Butler Brothers
***Devoe & Raynolds Co.
**First National Bank, Chicago
Hart Schaffner & Marx
*****John A. Hertel Publishing Co.
B. Kuppenheimer Co.
***La Salle Extension University
Mansfield Tire & Rubber Co.
***Morgan Sash & Door Co.
*****National Tailoring Co.
***Peck & Hill Co.
**Joseph T. Reyerson Co.
******Stone & Field Corporation
United States Military Academy
Western Printing & Litho. Co.

(*)Indicates number of repeat orders.

THE S. K. SMITH CO.
442 NORTH WELLS STREET
CHICAGO, ILLINOIS

On the Main Street of the Nation

By Earnest Elmo Calkins

IT might be said of Filene's well known Boston store that it is located on the Main Street of the nation. Its storekeeping methods are so fresh and novel and they have led to so much discussion that it has begun to occupy an unusual place in the ranks of retail merchandising. This has been helped by the personality of Edward Filene, who is responsible for the innovations and who has shown great readiness to discuss them in both article and speech.

As Mr. Filene is a good writer as well as a good speaker, what he has had to say about his way of running a store has added greatly to the interest of the way he does it. And so when Filene's does anything, that thing acquires a certain significance because it is Filene's that does it.

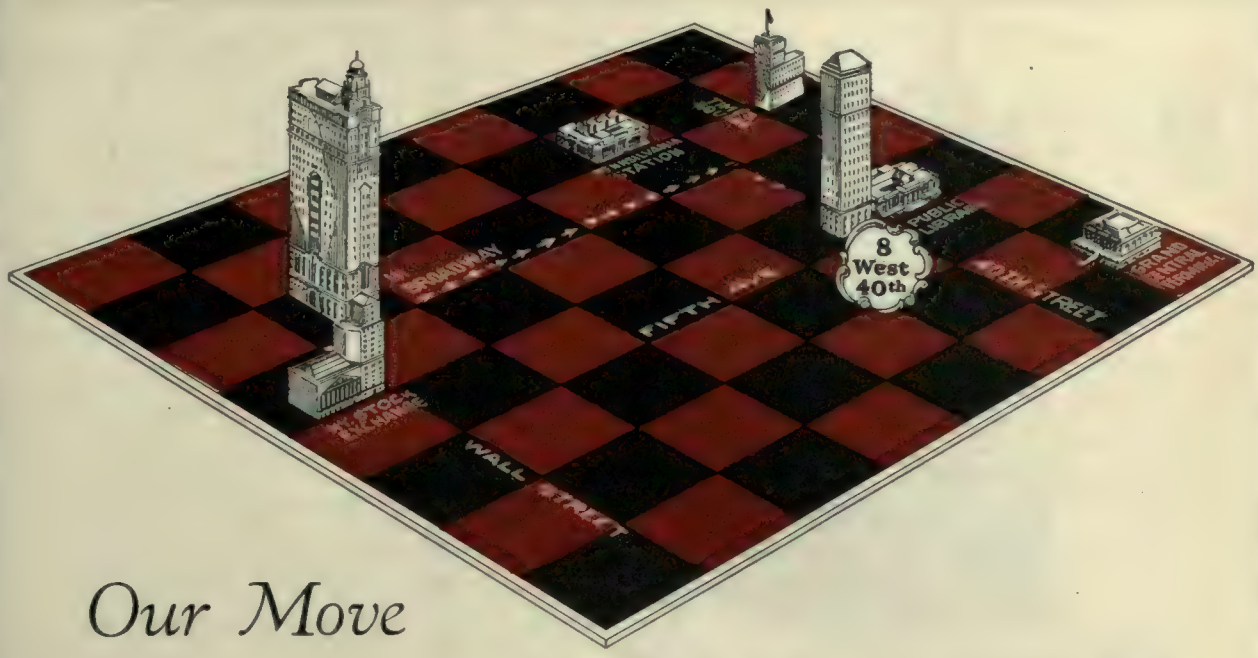
This gives a certain news value to a recent window display which shows some of those characteristic and interesting touches which offer suggestions to other retailers in similar lines, and which manufacturers who read the FORTNIGHTLY may wish to pass on to their dealers.

It seems that the Gordon Shirt made by Cluett, Peabody & Company, has become a sort of distinctive dress for college students. It is the custom of the modern college man to dress comfortably, and the Gordon Shirt offers that combination of comfort and a certain neatness which has made it appeal to the young man arduously engaged in acquiring an education.

This change in college dress toward comfort and common sense strikes one of my generation with considerable force. I remember so well how different it was in my day. Not long ago I had occasion to attend the commencement exercises of my alma mater, thirty years after graduation. I was rather startled to find that the young men of the graduating class had on underneath their black gowns soft shirts with attached collars, which they wore with belts. They had abandoned both coat and waistcoat, a most sensible proceeding for the temperature in the auditorium registered somewhere around fever heat on that warm June morning. I could not help recalling my commencement day when it was the custom to wear not only a long, square skirted coat, which was christened Prince Albert, not in honor of the smoking tobacco, but in recognition of the late King Edward, but a high stiff collar and a white starched shirt of the kind that is now worn only with full evening dress. One can imagine the effect of such a costume on the wearer on a hot day, and conversely the effect of the hot day on such a costume.

Today as one looks at the cool and comfortable seniors with as little as possible under their gowns, one realizes how powerful a thing style is and how comforting is the fact that style sometimes chooses such sensible habits. So since college style, which is just as autocratic in its way as any style, not only sanctions but ordains the soft collared shirt, the Gordon Shirt has become so typical of college wear as to give special point to the Filene window.

This window showed a college newsstand, if there is such a thing (anyway, there was one in the window), a



Our Move

HAVING just turned our first Quarter Century, we have found it necessary to move. The reason is "growing pains."

FOLLOWING the shifting center of Advertising, we have moved uptown and now occupy the sixth floor of No. 8 West 40th Street, just off Fifth Avenue, and opposite the Public Library. Our new telephone number is Longacre 4000.

WE look back with pleasant recollection to our stay in Trinity Building, at 111 Broadway, where for twelve years past we have heard the hours tolled off by the solemn chimes of Old Trinity. It has been a period rich in experiences and friendships and we carry with us memories of many worth-while accomplishments.

IN our new home we look forward to doing still greater things, and to forming new friendships while retaining the old.

The Lillibridge Way of Advertising

INCIDENT to our move, and commemorating our Twenty-fifth Anniversary, we have published a book, "*The Lillibridge Way of Advertising.*" A copy of this book will be sent gratis to the responsible head of any business who may be interested in learning about an advertising agency service, tested over a long period of years, that is based on sales and advertising "objectives" rather than on commissions.

RAY D. LILLIBRIDGE INCORPORATED

A GENERAL ADVERTISING AGENCY WITH AN ENGINEERING BACKGROUND

Established 1899 *Incorporated* 1909

NO. 8 WEST 40TH STREET

New York

1510-3

The

Book-Cadillac

DETROIT'S FINEST HOTEL

1200 Rooms with Bath $4 and up

475 Rooms at $4 and $5

Parlor Suites, $14, $16, $18, per day
Sample Rooms, $5 and $8 per day

THREE MAIN RESTAURANTS

Cafeteria Service in Coffee Shop on Ground Floor - 18 Shops and Broker's Office in Building

Special Luncheon Served Daily in English Grill and Blue Room $1.25

Dinner De Luxe in Blue Room and English Grill $2
(Except Sunday)

Club Breakfast, 85c and $1

THE BOOK-CADILLAC
HOTEL COMPANY - DETROIT
ROY CARRUTHERS, *President*

WASHINGTON BOULEVARD AT MICHIGAN AVENUE

THE WORLD IN PICTURES

A good photograph will say more than a thousand words. I have 150,000 subjects, including Burton Holmes negatives. On-approval service. Write me about your needs.

EWING GALLOWAY
15 E. 40th St. New York

PROVE IT! SHOW THE LETTER

If your salesman could show skeptical prospects the testimonial letters and orders received from satisfied customers, it would remove doubt and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use.
Write for samples and prices.

AJAX PHOTO PRINT CO., 31 W. Adams Street, Chicago

AJD

The Only "Denne" in Canadian Advertising

We give "on the spot" Counsel and Service in your Canadian Advertising, based on years of practical experience in this field. Ask our advice on methods and media.

A. J. DENNE & Company Ltd.
Retord Bldg. TORONTO.

BOOT AND SHOE RECORDER
BOSTON

"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 13,423 copies weekly (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods Member Associated Business Papers, Inc.

news stand entirely covered with college publications representing all the leading colleges of the country, with a neat sign labeled "College News." Standing erect beside this stand was a frosh just returned or perhaps just arrived, with his handbag at his feet, wearing among other things a Gordon Shirt, and evidently running his eyes over the news stand for his own particular college publication. Flanking the news stand on each side were displays of Gordon Shirts, some on forms and some on display racks, with appropriate ties in college stripes knotted into the collars, or laid temptingly across the shirts.

It was a good window in itself, being full of the college spirit, and likely to catch the eye of any undergraduate, and it was particularly appropriate in Boston, which is so full of colleges that it has many of the aspects of a college town in spite of its metropolitan size. Not only is it the city of one of our most famous universities, but there are seven or eight other colleges, any one of which would give distinction to a smaller town.

This window display illustrates how easy it is to make a good showing with comparatively simple and easily obtained material. All that is wanted is an idea.

Any store could arrange such a display, the only work outside of the dressing of the window being the securing of a good display of college periodicals, which could probably be done by getting in touch with the exchange editor of the local college publication.

The two essentials of a good window display are appropriateness and timeliness, both of which are apparent in this Filene window, which could be duplicated with good results by any haberdasher in any college town in the country.

E. O. W.

A Bouquet for J. R. Sprague

Whenever in the Table of Contents of a magazine I notice an article by J. R. Sprague—Jesse Rainsford Sprague, as he now calls himself—I turn to it and read it first. Fiction, humor, editorials—they can wait. To me, Sprague is more interesting than any of them.

Sprague, I am told, was formerly a business man. Four or five years ago he quit business and now writes about it. If he were still in business, he could not, I am sure, write as authoritatively about it as he does, for it is the man who stands on the curb and watches the procession go by who sees it best.

Sprague writes about business from the viewpoint of a man who knows what business is, but who sees it as a whole. He observes "trends" and comments on them. And he is intelligent enough to allow his readers to draw their own conclusions.

How do POWER's readers buy?

THE purchase of power equipment involves more than the mere exchange of money for merchandise. Economics plays the all-important part.

The ordinary buying impulses are subordinated—for buying and selling power equipment is a form of engineering.

The start is made with a mutual confidence on the part of the manufacturer and the engineer.

Some manufacturers are offered orders for wholly uncatalogued equipment because of their past performance in manufacture, engineering and service. Other manufacturers building good equipment never get a chance at the order. The difference is in recognition—that great builder of confidence.

Big engineers tell us they must rely to a great extent on the manufacturer's engineering ability and integrity. For in these days of over-night developments it is impossible for any individual to know everything about all equipment.

Sometimes more than one man sits in on the purchase of big equipment. But everyone whose voice carries weight is a man who knows power production—be his title what it may. Perhaps an executive or board of directors holds the purse strings. But he (or they) knows just how far to go in telling high-priced and responsible engineers what type and make of equipment to buy. He (or they) has confidence in the engineers.

Obviously all buying in the power field is predicated on confidence. Confidence is nothing more than recognized merit and ability—reputation if you please. And reputation can be won through good advertising.

That's where POWER comes in.

POWER

A.B.C. *A McGraw-Hill Publication* A.B.P.

Tenth Avenue at 36th Street, New York

Press-Tested Electrotypes

The Test Proof Tells

In the production of Reilly electrotypes, pulling the Test Proof is as much a part of our process as making the mould.

The Test Proof Tells

REILLY

Electrotype Co.

209 West 38th Street, New York

TELEPHONE FITZROY 0840

Decorations De Luxe
Add
TONE and QUALITY
to the Printed Page
OFFERED IN ELECTROS
RITE NOW FOR PROOFS
Cobb Shinn
207 Fair Bldg. Indianapolis Ind.

Jewish Daily Forward, New York

Jewish Daily Forward is the world's largest Jewish daily. A.B.C. circulation equal to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A Home paper of distinction. A result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

National Miller
Established 1895

A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. paper in the field.
630 W. JACKSON BLVD., CHICAGO

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

Magazine Club Elects

The following men were elected to office at the annual meeting of the Magazine Club, held on Thursday, May 25, at the Advertising Club:

President—Gilbert T. Hodges, *Munsey's Magazine.*

First Vice-President — Clair Maxwell, *Life.*

Second Vice-President — Robert L. Johnson, *Time.*

Secretary—Earle L. Townsend, *The Spur.*

Treasurer—Eliott D. Odell, *Needlecraft Magazine.*

Directors—R. B. Alexander, *Woman's Home Companion;* Louis N. Brockway, *Scribner's;* A. M. Carey, *International Studio;* D. M. McArthur, *Red Book;* Paul Maynard, *Christian Herald;* Oliver B. Merrill, *Youths' Companion.*

This election marks the conclusion of the first year of the existence of the club under its present name, the Magazine Club. The Magazine Club is the successor of the old Representatives' Club, the name of which was changed a year ago when the members came to the conclusion that conditions in the advertising field had altered so much that the original name is no longer properly descriptive of the function of this club. The active membership of this club is confined to those who are advertising representatives of national magazines, and it appeared to be wise to adopt a name which would clearly show the purpose of the organization.

Besides adopting a new name, the club has, during the past year, carried out a number of other changes, principally in connection with the manner of meetings which have been held. The changes seem to have been in the right direction, because the year just closing has been particularly successful both in attendance of guests at luncheons and in the matter of the membership of the club itself. The membership has more than doubled, and in addition to the active membership of national magazine representatives, there are now included a number of editors, business managers and circulation managers of prominent publications.

The policy which the club has held in the matter of meetings during the past season has been to meet at luncheons at which it was aimed to provide the best possible food and service and have speakers who would talk on subjects which were of general interest, but which did not partake of "shop talk" or deal with elementary matters of advertising. In carrying out this program the Magazine Club has invited to be its guests at these luncheons a large group of the best known and most prominent men in advertising agencies and in advertising departments of national advertisers in New York City. These men have attended in large numbers, and it is believed the luncheons which have been held during the past winter have probably brought together a more important group of New York

Complete Coverage of the Automotive Field

Manufacturers
Wholesalers
Retailers

obtained through the publications of the

CHILTON CLASS JOURNAL COMPANY

239 W. 39th St. New York | 56th & Chestnut St. Philadelphia | 5 So. Wabash Ave. Chicago

Complete Coverage

Complete and intensive coverage of the quantity buyers in the automotive industry and wholesale and retail trade is offered by the group of publications shown on this page. The use of one or more of them, according to your requirements, is the most direct and economical method of obtaining adequate distribution and prestige in this field.

To Reach Manufacturers

Automotive Industries

A weekly publication devoted to the interests of manufacturers of complete vehicles, parts and accessories. Its paid subscribers number 7,291, including executives and buyers of most of the important automotive factories of the country. It's the authority of the industry (hence, a sure way of reaching the buying power in the factories).

The Automobile Trade Directory

A buyers' reference book going to specifying and buying executives in the automotive industry. Issued quarterly. Circulation approximately 5,000 copies per issue. No campaign is complete without the use of this publication, which gives such thorough coverage of the industry's buying power.

To Reach Wholesalers

Motor World Wholesale

A wholesale medium standing alone in its field. Included in its circulation are more than 10,000 subscribers, drawn from buying executives and salesmen in the various branches of the wholesale automotive field, such as motor vehicles, replacement parts, accessories, tires, batteries, electrical supplies, shop equipment, radio, etc. This is a tremendously valuable circulation, reaching, as it does, both the men who are big quantity buyers and those—wholesale salesmen—who wield tremendous influence in the buying done by retailers, making this publication an essential part of every campaign for marketing goods which are sold through wholesalers.

Chilton Automobile Directory

A buyers' reference book for automotive wholesalers and retailers. Issued quarterly. Guaranteed annual circulation 80,000 copies. In addition to reaching all wholesalers, a copy is sent to practically all worthwhile dealers of the country at least once a year. The buying guide of the trade. A remarkable list service, which is supplied free to advertisers, tremendously increases the value of this publication.

To Reach Dealers

Automobile Trade Journal

The leading automobile dealer monthly. Has largest paid trade circulation in field, its nearly 40,000 subscribers including approximately 36,000 proved trade buyers. These comprise dealers of all kinds, from all sizes of communities, in every state in the Union. They are men of proved buying power who are responsive to advertising. For years, the Automobile Trade Journal has been a favorite medium with manufacturers who desire to build up dealer organizations and establish trade prestige.

Motor Age

The leading automotive dealer weekly. It is a newsy, interesting, helpful publication which has a remarkably strong and loyal following in the trade. Its circulation is now close to 25,000 copies per issue, most of which goes to progressive, good-buying automotive merchants. It wields a powerful influence among its readers and is a tremendous factor in helping manufacturers build up their business.

Truck Dealers

Commercial Car Journal

The national authority on commercial vehicles. Its paid circulation of nearly 9,000 copies per issue embraces practically all of the motor truck distributors in the country and the great bulk of the worthwhile dealers. It also includes virtually all the manufacturers. It is without real competition in this field and is everywhere regarded a medium absolutely essential to the proper cultivation of this important field.

Fordson Dealers

Chilton Tractor & Equipment Journal

The only publication devoted exclusively to the interests of Fordson dealers. It is a highly interesting, constructive and helpful publication which appeals with ever-increasing force to its subscribers. Paid circulation over 4,000. In addition, all non-subscribing Fordson dealers receive a copy of this publication every second month, thus giving complete coverage of all buyers in this particular branch of the trade.

For more detailed information regarding any of the publications mentioned in this insert, apply to any of our offices.

Chilton Class Journal Company

Automotive Division United Publishers Corporation

Publishers of

Automobile Trade Journal
Commercial Car Journal
Motor Transport
Chilton Automobile Directory
The Automobile Trade Directory
Chilton Tractor & Equipment Journal
For Fordson Dealers
Motor World Wholesale
Motor Age
Automotive Industries
El Automovil Americano
The American Automobile (Overseas Edition)
Distribution & Warehousing

Philadelphia	New York	Chicago
Chestnut and 56th Streets	239 West 39th Street	5 S. Wabash Avenue

advertising men than ever attended a series of luncheons hitherto.

Commenting on the plans of the club, President Gilbert T. Hodges, who is largely responsible for the type of program carried out during the past year, has stated frankly that it is the hope of the club that, as a result of these luncheons, which are to be given each year, a certain good-will may accrue toward magazines and magazine advertising. The primary purpose, however, of the Magazine Club luncheons is to bring together leading advertising men at meetings they find will be attended by other men of their own type. This combined with the fact that the speakers provide interesting entertainment or information, but do so without any attempt to instruct the guests or to sell them anything, has evidently been popular, as the attendance has been growing at each meeting.

The officers and board of directors are now arranging special plans for next year. Besides the luncheons, which will be carried out along the same lines as during the past season, there will be a first anniversary dinner and dance of the Magazine Club on Oct. 21, 1925. It is planned to have this dance confined to members of the club and their guests in agencies or advertising departments.

The members of the club at the annual meeting passed a vote of thanks to the officers for their activity in carrying out the new plan so successfully. At the present time the membership of the club is approximately ninety, and as it is intended to limit the number to 100 President Hodges suggests that any men wishing to join should get in touch with the secretary immediately.

Ninth District Convention

A. A. C. of W. was held at Centerville, Iowa, June 3-5. Graham Stewart, advertising manager, *People's Popular Monthly*, Des Moines, was elected chairman; Mayor Zehrung of Lincoln, Neb., and R. D. Friend, president of the Advertising Club of Sioux City, were chosen vice-chairmen, and James M. Beck, editor and publisher, *Iowegian*, Centerville, was elected secretary-treasurer.

Charles C. Green Advertising Agency, Inc.

Philadelphia office, will direct advertising in newspapers and financial publications for Edward B. Smith & Company, same city.

Edwin A. Machen & Company

Toledo advertising agency, has moved into new quarters in the Ohio Building of that city. On June 1 this agency opened a new office in the National Building, Cleveland, with Hubert C. Persons in charge.

Doremus & Company

Boston office, has moved to News Bureau Building, 30 Kilby Street. E. Willard Flint, formerly with Wood, Putnam & Wood Company and the P. F. O'Keefe Advertising Agency, has joined the staff of this office as account executive.

Personal Service

Advertising in the American Wool and Cotton Reporter pays for itself with immediate and satisfactory results to its advertisers.

There is no promise of a personal selling service with the advertising, but very often it happens that the staff of the American Wool and Cotton Reporter can give a personal service. We are always on the job through our service circulation and editorial men working around the textile mills all the time. We couldn't help—very recently—selling three carloads of starch to a leading cotton mill for one of our advertisers, 18,000 spools in another instance, all of the inside paint required for a big New England mill in another, all of the weaving harness for a group of three mills, initial orders for a patented shuttle into several different mills, all of the sizing material in three mills, totalling 600,000 spindles, etc. We do not guarantee to sell any goods for any advertiser, but hardly a day passes that we are not able to help some advertiser get new business in a mill that he has never before sold.

To any concern which is trying to break into the textile industry, or trying to increase its business in the textile industry, we offer the advertising columns of the American Wool and Cotton Reporter with its strong editorial and circulation support and personal service.

Standard 7 x 10 Page **Established 1887**

Charter Member A. B. C.

American Wool and Cotton Reporter

BENNETT SERVICE

Recognized Organ of the Great Textile Manufacturing Industries of America
The Oldest Textile Paper of Continuous Publication in the United States
Largest Circulation of any Textile Publication in United States

530 Atlantic Avenue
Boston

518 Johnston Bldg.
Charlotte, N. C.

American Lumberman
Published in CHICAGO
Member A. B. C.
READ wherever Lumber is cut or sold.

Bakers Weekly A.B.C.-A.B.P. New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

fred'k Lowenheim
Conducts a personal art service for users of advertising illustrations
Black & White
Color
Wash-Oil
Dry Brush
226 West 47th Street
NEW YORK CITY
Call Chickering 8880

We coolly recommend to you for the summer selling of anything saleable under the sun—

A special advertisement addressed to the prosperous crowds whose profitable interest keeps these theatres open all summer—

The Guild Theatre—
(The Guild Program)
"Caesar and Cleopatra"

The Garrick Theatre
(The Guild Program)
"The Garrick Gaieties"

The 52nd St. Theatre
(The Stagers' Program)
"Engaged"

The Greenwich Village
(Greenwich Playbill)
"Love for Love"

The Neighborhood
(Neighborhood Playbill)
"The Grand St. Follies—"

Our circulation takes no vacation

For reservations address
C. P. Lathrop, Garrick Theatre
65 West 35th St., New York City

Ninety thousand discriminating playgoers monthly

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index, National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co., Inc.
R. W. Ferrel, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7966

The "Closed Door" Policy in the Chemical Industry

By H. C. Parmelee

Editor, *Chemical & Metallurgical Engineering*

As in all other human problems, a spirit of cooperation between the parties is the greatest factor in reaching a solution. In the relations between the equipment manufacturer and the chemical industry, secrecy on the part of the latter is one of the great obstacles to closer understanding. The remedy is a recognition on the part of the chemical manufacturer that he must give the equipment maker his full confidence and lay before him all the information necessary to the design and construction of equipment for its greatest efficiency. The equipment manufacturer, on the other hand, must recognize the fact that in much of this work he holds the position of a confidential agent, and he must be scrupulously careful to preserve inviolate the information given him by his client.

A short time ago an equipment maker was called upon to design a dryer for a manufacturer who used a rather expensive solvent and drying agent in his process. When the buyer discovered how well the dryer worked he immediately substituted a cheaper solvent without, however, informing the equipment maker who was spending time and money in an effort to bring the dryer up to the expected performance of the original solvent. The information leaked out accidentally, whereupon the equipment maker demanded and received his money and withdrew from the job. Frankness and cooperation would have resulted in improvements that would have permitted use of the cheaper solvent in a dryer designed for the most economical performance.

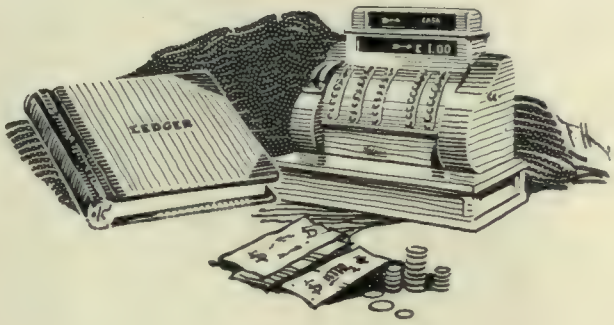
Exclusion of the equipment maker's engineers from the chemical plant sometimes delays improvements in operation. On one occasion a filter was installed in a dye plant after preliminary experimental work had been satisfactorily completed. As sometimes happens, the commercial plant was not as easily controlled as were the experimental tests, and the filter gave poor results. Permission was requested to send a filter engineer into the plant to study the process but for a long time this was denied. Finally it was granted, and on studying the process the filter engineer suggested the addition of acid at a different time than was being practiced, whereupon a filterable product resulted.

Admitting the necessity of guarding one's business against unscrupulous visitors, there is little justification for extending this attitude toward those who are not only able but desirous of giving valuable information and service. Reliable equipment manufacturers are scrupulously careful not to pass out confidential information obtained in the course of their business. In one case a radical improvement in a chemical process was effected by a change in the design of the equipment and by using a different method of introducing one of the elements into the apparatus. In the course of the equipment maker's service work he saw and appreciated the advantages of the new design in increasing production and lowering operating costs. But in furnishing equipment for the same process for another client, he refrained from suggesting the better equipment, observing his confidential relation with the first manufacturer.

An example of abuse of the facilities offered by equipment makers is the request for data and information on projects that the chemical manufacturer has only the remotest intention of undertaking. In one case the equipment maker made an estimate on a job, changed plans 11 times, made six trips from Boston to Chicago, only to learn after perfecting the plans that the client had no thought of building for several years. Again, one of the largest manufacturers in the country called an equipment engineer on the long distance 'phone and asked him to be in his plant the following morning. The engineer made the trip with considerable inconvenience, spent two days over plans and discovered on inquiry that the matter had been dropped as the company was no longer interested.

No good purpose would be served in multiplying examples of the kind that have been given. In fact they are uncommon exceptions, but they serve to emphasize the necessity for closer cooperation between equipment makers and chemical manufacturers. These two great groups are complementary factors in the chemical industry of this country, and the more nearly they are in happy accord the better it will be for the industry as a whole. The problems are inherent in the rapid growth of a new industry, which is just growing out of the swaddling clothes of secrecy and suspicion into the adult garments of mutual confidence and frankness.

From a lecture at Carnegie Institute of Technology, Pittsburgh.



Retailers Know
that there is
Real Cash Value
in the statement
to their Customers:
"This Merchandise
is all that is claimed
for it;

GOOD
HOUSEKEEPING
SAYS
SO"

Pro-phy-lac-tic's twelfth year in ORAL HYGIENE

George Batten Company have just sent us a contract for all 1926 back covers, to be used for the Pro-phy-lac-tic Brush Company.

1926 will be the twelfth consecutive year Pro-phy-lac-tic has occupied this position. And, so far, they have used no other dental papers.

ORAL HYGIENE
Every Dentist Every Month
PITTSBURGH, PA.

CHICAGO: W. B. CONANT, Peoples Gas Bldg., Harrison 8448.
NEW YORK: STUART M. STANLEY, 53 Park Place, Barclay 8547.
ST. LOUIS: A. D. MCKINNEY, Syndicate Trust Bldg., Olive 43.
LOS ANGELES: E. G. LENZNER, 922 Chapman Bldg., Vandike 5238.

DOES your message reach the right desk? Only a magazine's contents can guarantee this to you. That is why Oil Trade, the monthly written and edited for busy executives, brings your advertisement before the men you want to reach—in the field, the plant and the office. Any agency can give you the facts.

The
Oil Trade
Including Oil Trade Journal and Oil News
A. B. C. and A. B. P.
350 Madison Ave., New York
Chicago Tulsa Houston
Also Publisher of Fuel Oil and The Petroleum Register

In Sharper Focus

Charles C. Green

By Leroy Fairman

AS it has been my good fortune, for nearly four years, to appear daily under the same tent with the man whose name forms the title to these paragraphs, I have been asked to describe and appraise him for the readers of this magazine.

The task is easy as well as agreeable. There are no hidden depths to

plumb; no dark corners to explore. The man Green is as free of subtleties, evasions and guileful deceits as the face of the clock in the Metropolitan Tower. What he is, and believes, and intends, is completely open and obvious.

It is not a part of my assignment to tell the life story of Charles C. Green; but it will be of interest to relate the circumstances through which he became an advertising man. At the age when he first found it necessary to use a razor more than twice a month, somebody wished a drug store on him; and, largely for the purpose of showing the rest of the boys a few new tricks, he began to run little advertisements in the local paper, and to decorate his store window with hand-lettered signs inviting the passerby to come in and buy his extra special chocolate soda, Hostetter's Bitters, St. Jacob's Oil, and so on.

Much to his amazement, people did come in and buy, and it dawned upon his active young mind that there was more in this here advertising game than was wotted of by the other citizens of Kent, Ohio. So he extracted from the meager content of the cash drawer the price of a correspondence course in advertising—and the bug had bitten him for keeps!

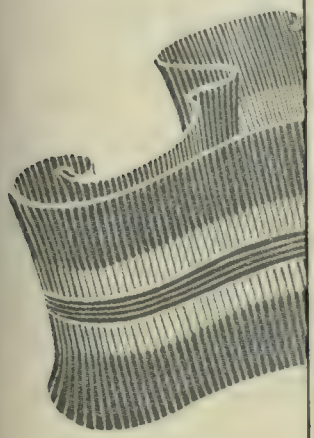
The bite never healed. It bothered him all through strenuous years of storekeeping, carrying a salesman's grip, managing the activities of other salesmen, and newspaper publishing, until at last he found himself in management of the merchandising and advertising of such incongruous but important products as Sloan's Liniment and the so exquisite *parfumeries* of Monsieur Hudnut. By that time the bite had spread all over him, and the advertising agency which bears his name was a logical, or pathological, sequence.

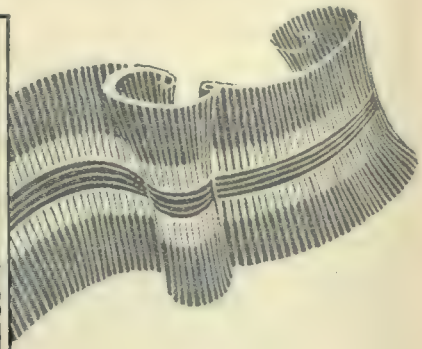
Although the advertising abilities and experience of Charles C. Green are ample, the notable success he has achieved is due chiefly to certain peculiar personal characteristics. It seems to be his firm belief that he has large duties and obligations concerning the happiness and well being of all that portion of the cosmos which comes within reach of his hand and eye. As nearly as I can estimate, there are 10,000 people in the metropolitan district who, in case of motor trouble, influenza, threatened breach of promise suits, or sick babies, immediately call Charlie on the telephone and inquire what the hell d'ye know about that!

In the early days of our business, this constant inflow of entreaties for advice, sympathy and assistance so annoyed the rest of us that we evolved dark plots to switch all such calls to a pseudo-secretary, whose duty it should be to make such replies as would land the inquirers in jail, or the hospital. But we hadn't the heart to do it; which was lucky. For it seems that this sincere and whole-hearted interest in other folk and their troubles is the surest of all ways to create a great host of friends, and, believe me, nothing is so useful to a young business as friends!

Charlie Green is a large man, with a mild and humorous blue eye, an unfailing attitude of friendliness which is never a pose, and a soothing and seductive blonde voice. I have seen men who worked harder; but rarely a man who gets so much done. He has the horse sense to delegate work to men and women who are capable of doing it, and to leave 'em alone while they do it. But for so mild a man he is remarkably insistent that things be done right, and on time; those who fail in these respects soon find them-

Cantine's
ASHOKAN
COATED PAPER





The George L. Dyer Co., Inc., Advertising Agency, 42 Broadway, New York City, and the Diamond Press, 106-110 7th Ave., New York City were joint winners of the Martin Cantine Prize-Honor Contest for April. Printed on Cantine's Ashokan, the Wick Narrow Fabric Company's hat-band booklet won for its producers the $200 in cash prizes.

ONLY active responsible prospects are worthy of the costly time and talent of well-paid salesmen. Shrewd sales executives secure *desirable* selling leads from sales literature made impressive by the use of professional text and illustration, fine printing and Cantine's *Coated* Papers.

For details of monthly contests and book of sample papers, write to your nearest jobber or the Martin Cantine Company, Dept. 176, Saugerties, New York. Since 1888, producers of fine coated paper exclusively.

Cantine's COATED PAPERS

CANFOLD — SUPREME FOLDING AND PRINTING QUALITY
ASHOKAN — NO. 1 ENAMEL BOOK
ESOPUS — REGULAR NO. 2 ENAMEL BOOK
VELVETONE — SEMI-DULL - Easy to Print
LITHO C.I.S — COATED ONE SIDE

selves in position to contemplate permanently the wide open spaces of Fourth Avenue.

In his hours of recreation he plays golf, evidently conceiving it to be the main idea to hit 'em a mile, and let 'em fall where they may. I cannot conscientiously approve of his personal habits; he obstinately refuses the wholesome and nourishing cigar, but is a hopeless addict to peanut brittle, Oh Henry, Eskimo Pie, and such like fearsome contrivances. He is an inveterate "joiner"; and in his various clubs and societies he gravitates inevitably to the post of Chairman of the Entertainment Committee, where he displays a genius for theatricals which, if the advertising bug hadn't bitten him, might well have made him a worthy competitor of Al Woods and the Shuberts.

I doubt if he ever makes a million dollars. Though he spends other people's money with Scotch caution, someone in whom he had full confidence must have told him, in his youth, that it was his patriotic duty to keep his own funds in active circulation. But, even if he never makes a million dollars, the pockets of his soul will always overflow with that rarer and richer metal, the coinage of loyal and devoted hearts. Which is the main reason, by the way, that Charles C. Green has just been honored with the Presidency of the Advertising Club of New York.

Advertising Club of Charlotte

North Carolina, announces the election of the following officers: president, Stark Dillard; vice-president, Ted C. Neal; secretary, William Howard Martin; treasurer, Dewey Drum. Four new members, E. C. Lyndon, I. C. Boyer, H. W. Le Van, and J. Lynn Miller, were elected to the board of directors.

Louis Wiley

Business manager of the *New York Times*, has received the honorary degree of Doctor of Law from the University of Kentucky.

R. R. Foster

For the last three years with the Bloodheart-Soat Company, advertising agency of Omaha, Neb., has joined the Buchanan-Thomas Advertising Company of the same city.

Arthur Eugene Smith

Treasurer of the Boston Publishing Company, publishers of the *Boston Herald* and *Boston Traveler*, died of heart disease at Framingham, Mass., on June 9. Mr. Smith had been with the *Herald-Traveler* since 1905 and was appointed treasurer of the company in 1921.

Cone, Hunton & Woodman, Inc.

Have been appointed national representatives for the *Daily Iowan*, Iowa City, Iowa. This concern has also taken over the representation of the *Daily Illini*, Champaign-Urbana, Ill., the morning Associated Press paper of these two cities and the college paper of the University of Illinois.

After All
RESULTS Tell The Story

THE continued progress of the Houston Post-Dispatch is most forcibly expressed by the substantial gains in almost every advertising for May 1925 compared with 1924...

Local Display	**Gain 39.7%**
Foreign Display	**Gain 50.2%**
State Display	**Gain 84.1%**
Classified	**Loss 3.9%**

Greatest "Home Delivered" Circulation in Texas
That's the *Why* of Results

Houston Post-Dispatch

HOUSTON, TEX.

S. C. BECKWITH SPECIAL AGENCY—*National Representatives*
New York, Chicago, Atlanta, Detroit, St. Louis, Kansas City, San Francisco, Los Angeles

Tune in on Houston Post-Dispatch Radio Station KPRC—Wave length 296.9

The Great American Family of K-C

Advertising Agencies Know K-C Families are Good Buyers

Leading Advertising Agencies employ COLUMBIA Magazine as a means of directing the sales messages of their clients to that great and responsive K-C Family of America.

While the following is only a partial list, nevertheless it is representative of the splendid type of advertising counsel who have accorded COLUMBIA substantial recognition:

N. W. Ayer & Son
Barton, Durstine & Osborn, Inc.
Campbell-Ewald Company
The Dorland Agency, Inc.
Erwin, Wasey & Co., Ltd.
Evans & Barnhill, Inc.
Federal Advertising Agency, Inc.
Gundlach Advertising Company
H. B. Humphrey Company, Inc.
Lennen & Mitchell, Inc.
Thomas F. Logan, Inc.
Lord & Thomas
The Moss-Chase Company, Inc.
Newell-Emmett Company, Inc.
P. F. O'Keefe Advertising Agency, Inc.
Frank Presbrey Company, Inc.
The Procter & Collier Company
Ruthrauff & Ryan, Inc.
Sackheim & Scherman, Inc.
Sherman & Lebair, Inc.
Stewart-Davis Advertising Agency
Van Patten, Inc.

We are proud of the fact that organizations of this character have selected COLUMBIA for a part of the advertising funds which clients entrust to them for productive investment.

COLUMBIA

The Largest Catholic Magazine in the World

A National Monthly Published, Printed and Circulated by the Knights of Columbus

Net Circulation **763,978** Member of A. B. C.

D. J. GILLESPIE, Adv. Director
25 West 43rd Street
New York City

J. F. JENKINS, Western Manager
134 South La Salle Street
Chicago, Ill.

GOOD PRINTING *need not be* EXPENSIVE PRINTING

LET US PROVE THIS TO YOU, BY GIVING US AN OPPORTUNITY TO FIGURE ON YOUR NEXT JOB—NO MATTER HOW SMALL OR HOW LARGE.

Telephone:
CHELSEA
10480

The WALDINGER PRESS
PRINTERS & BINDERS
121 WEST 20TH STREET, NEW YORK

Most Deceitful Kind of Advertising

[CONTINUED FROM PAGE 30]

"The advertising you have sent to us for a client of yours is all right so far as the periodical appeal is concerned, but before we admit this advertiser to the homes of our readers we must see the advertiser's booklet and the follow-up to be sent out so that we may be sure that no reader of ours may be unfairly treated."

I am not classifying these publishers except by groups. They classify themselves. One group is vigilant; the other indifferent. One of these indifferent publishers, who says he waits for complaints, runs fine editorials fighting for the interests of the dear people. Dr. Jekyl, editing—Mr. Hyde, of rather thick hide, running the business end.

Keep in touch with the Vigilance Committee. Find out what is doing. Report to it when you can send something that ought to be looked into. One of the surest ways to frighten the fellow who is trying to do something shady is to write him, when you get his solicitations, "I am sending your material to the Vigilance Committee of the Associated Advertising Clubs for review." If his enterprise is sound, he isn't going to be hurt by the review. If he is sore, tighten your grasp on your bill fold.

It is my business and your business to keep a clean house. Our argument against improper advertising becomes as sounding brass and a tinkling cymbal if we do not live by our own preachments.

James E. Baird

For the past eleven years advertising manager of the General Motors Truck Company, Pontiac, Mich., died on June 4 after an illness of several months. Before joining the General Motors Truck Company, Mr. Baird had long been connected with agricultural implement advertising and editorial work. He was well known as the author of a series of simple sermons under the pen name of "The Unordained Preacher."

The Corday & Gross Company

Cleveland, producers of direct mail advertising, announce the addition to their copy staff of A. M. Cheney, formerly with the advertising department of the Cleveland Trust Company.

C. H. Marvin

Formerly with the Hoops Advertising Company, Chicago, has joined Yost, Gratiot & Company, St. Louis advertising agency, in the capacity of space buyer.

Velie Motors Corporation

Moline, Ill., announces the appointment as advertising manager of A. N. Taylor, formerly with the Franklin Automobile Company.

I AM PROUD TO ANNOUNCE THAT G. LYNN SUMNER PRESIDENT OF THE ASSOCIATION OF NATIONAL ADVERTISERS HAS BECOME A CONTRIBUTING EDITOR TO ADVERTISING AND SELLING FORTNIGHTLY. THE FIRST OF A SERIES OF ARTICLES BY HIM WILL APPEAR IN JULY.

R. C. Maxwell

Editor

The Ten Main Factors in Campaign Illustration

—and how to handle them

1. The creating of an exclusive physical atmosphere.
2. An art technique which shall assist in differentiating the campaign.
3. Possibilities of accumulative interests, due to serialization of theme.
4. Analysis of the popular vogues, fads and fancies of public.
5. If possible, the advancing of a single selling argument.
6. An eye to pictorial competition, particularly in newspaper space.
7. Meeting the picturized campaigns of competitors.
8. Careful study of seasonal influence.
9. Perfect correlation between text and illustration.
10. Some indication that the advertising illustrations are in harmony with future aims of sales department.

These factors are thoroughly covered in

ILLUSTRATION IN ADVERTISING

By W. Livingston Larned
Vice-President and Art Director in Chief of the Ethridge Company
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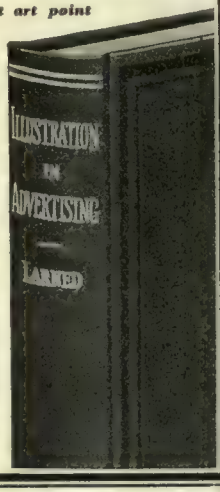

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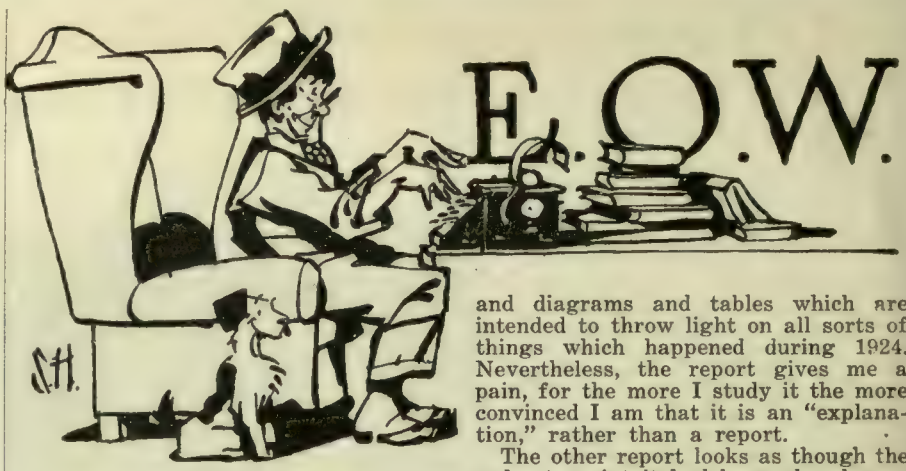


The Triumph of Mind Over Matter

Very likely you know him. He is an advertising man, not as young as he was thirty years ago and handicapped by partial paralysis, which slows him down to a speed of, say, a mile and a half an hour. But that same paralysis, thank Heaven, has not soured his disposition or given him a bitter outlook on life. His hair is white, but his smile is as care-free as a child's.

You might think, to look at him, that X. would have a hard time getting 'round New York. But no! He crosses streets, so crowded with motor cars that a traffic cop would not even think of trying to negotiate them.

His method is this: Holding up his cane, as if to ward off a blow, he plunges into the traffic. It stops! Invariably! And X, hurrying a little but not enough to make him breathe hard, reaches the other side. "The triumph of mind over matter," he calls it.

Isn't It Odd?

Three or four times a year I get a sort of "private view" of what some manufacturer is doing.

The latest case occurred a few days ago. This particular manufacturer makes about fifty different products, all of them intended to be used for pretty much the same purposes. One product, we'll say, is a paste, another a powder, another a cream and still another a stick; and so on.

Is there any family resemblance between the packages in which these various products are offered? No!

Is there any reference in or on any of the packages to the fact that the manufacturer makes other products? Yes, but to find it, you must use a microscope.

Isn't it odd that most concerns which make a "complete line" fail to utilize opportunities of "linking up" their products, so that one will help sell the others?

Reports—or Explanations?

This morning's mail brought to me the annual reports for 1924 of two industrial enterprises in both of which I own a few shares of preferred stock.

One of these reports is a 36-page affair—as fine a piece of printed matter as you could ask for. In it are charts and diagrams and tables which are intended to throw light on all sorts of things which happened during 1924. Nevertheless, the report gives me a pain, for the more I study it the more convinced I am that it is an "explanation," rather than a report.

The other report looks as though the order to print it had been placed on a competitive basis—and that the printer whose estimate was lowest had walked away with the order. Only twenty pages, cheap stock, not very good typography, no charts, no diagrams. Nevertheless, this report has given me a great deal of pleasure—for it is a *report*, not an explanation!

Glasgow!

I am not feeling very chipper this morning. I read a book last night which upset me, and I have not yet regained my equilibrium. The title of the book is "Cancer of Empire," and it was written by William Bolitho.

By Cancer of Empire, Mr. Bolitho means Glasgow, the "best governed municipality in the British Empire"—and the home of 600,000 men, women and children who "live in houses inferior to the minimum standard of the Board of Health."

No one seems to be to blame. Nevertheless, two-thirds of the population of the second largest city in Great Britain live under conditions which are heart-rending.

Some day, in self defense, Industry must be de-centralized. Glasgow appears to be the horrible example of the effect of bringing too many together in one spot.

No Charge for the Suggestion

A week or two ago, I bought my first fountain pen!

Twice, I have been shown how to fill it, but I have not yet learned the way. Some day, I suppose, I shall.

Meanwhile, the thought occurs to me that it might not be a bad idea if Waterman, Parker, et al would include with every pen they sell a slip or card of directions. Undoubtedly, they believe that "everybody" knows how to fill a fountain pen. They are mistaken. Everybody doesn't.

When Doctors Disagree—

"Which is the best dentrifrice?" I asked my dentist the last time I visited him.

"So-and-So" or "So-and-So," he said.

A year or so ago, I asked another dentist the same question.

His answer was: "Such-and-Such"—a product I had never heard of.

JAMOC.

If Every Agency Man knew what every hardware man knows, Hardware Age would be on every hardware list.

The Human Side *of a* Great Business Publication

Back of every great enterprise is a human element contributed by those men whose experiences and personalities are reflected in that enterprise.

This is the element that molds opinion, creates good will and makes or mars its success.

Llew S. Soule, Editor

THE editorship of a business publication today demands three things—ability, knowledge and personality. In few men are these three fundamentals so strongly marked and blended as in Llew S. Soule, Editor of Hardware Age.

His success as a writer springs from a broad understanding of human nature backed by years of newspaper work.

His knowledge of hardware merchandising is the result of thirteen years of actual experience in the retail hardware business, supplemented by personal visits to more than 6000 retail hardware stores in all parts of the United States.

His personality is exemplified in the flood of intimate personal letters from hardware merchants and their clerks which passes over his desk daily, reflecting the friendship and confidence of his readers.

To Llew Soule, the Editorship of Hardware Age is more than a swivel chair job. It is as much a part of his life as is his keen personal interest in the individual merchant and his problems.

Backed by memories of his own "Behind the Counter" days, he is able to help solve the large as well as the common every day problems of his merchant friends in a practical, human, understandable way.

A Thinker — a Student — a Writer — a Speaker—Llew Soule combines with these qualifications a broad knowledge of the intimate details of the hardware business, and a viewpoint as human as are the merchants he serves.

"The Most Influential Hardware Paper"

Hardware Age

A.B.C. A.B.P.

239 West 39th Street New York City

"Advertising," *said the architect,* "is really quite simple. Tell your story in adequate space as often as your means will permit—*and* in their own language—to the greatest possible number of potential buyers."

The last clause, by the way, points very directly to The Architectural Record.

Ask us for the latest statistics on building activity—for a copy of our 56-page booklet, "Selling the Architect"—and for data on the circulation and service of The Architectural Record.

(Net Paid 6 months ending December, 1924—11648)

The ARCHITECTURAL RECORD
119 West Fortieth Street, New York, N. Y.
Member A. B. C. Member A. B. P., Inc.

YOUR CATALOGUE

The year-round representative of your organization and products should be prepared with much care and thought—by experts.

If your business is in the plumbing, heating, or engineering fields, the services of this organization in preparing your catalogue are available at moderate cost.

We are specialists in these fields and our knowledge of their requirements and the most effective method of presentation will prove most valuable. Write us.

Arthur Henry Co. INC.
Industrial Advertising
1482 BROADWAY NEW YORK.

Scratch a Golfer

[CONTINUED FROM PAGE 34]

"Winter rules? Yes, I know—but you're not supposed to tee up in the rough."

Maybe the caddy pointed out that it was only an inch or so in, perhaps not in at all. Anyhow, Jimmy said:

"Well, an inch or a yard, son, what's the difference, so long as it's *in?* Give me my mashie."

It must have cost Jimmy four or five strokes to get out of the rut or whatever kind of hole he was in; and I think he got a prize score for the day with a twelve for that hole. It was an awful total—but it was worth it to me. For I knew for a certainty that I wanted Jimmy Alden on my sales force. I knew about how his ball had been lying. I knew that nobody with India rubber in his conscience would have had the least hesitation in saying it was on the fairway and teeing up for a good shot. But Jimmy refused to take an advantage that maybe he had no right to. And mentally, then and there, I put him on my payroll.

WELL, Jimmy has lived up to his promise since then. And he isn't the only one I've hired on the golf course of whom that can be said. Not by a good deal!

I could tell you about some I didn't hire, too. I remember especially one chap who seemed to have the makings. He was fair-spoken and seemed mighty decent. But there was a hole we played where he claimed a six when I knew positively he had taken seven strokes. It was a tight match, where one stroke either way could prove decisive.

I said nothing, so naturally I will never know whether that man made a careless mistake or cheated deliberately. I thought it was the latter. Whichever it was, I knew I didn't want him to work for me.

Yes, it's a great game, a great way to test human nature. I find any number of opportunities to take a man's measure. For instance, if you watch a good many just ordinary players, you'll notice in driving that they tee up, then take a couple of vicious swings at a blade of grass, looking away from the cup, and then they step up and swing at the ball in the general direction they want to go, evidently hoping that wherever they land they'll be able to keep on going. That's not the way of a professional or a good golfer. He notes where the wind is coming from. He sizes up the roll of the ground. He figures just where he will put his ball—if he can manage it. He isn't thinking altogether about getting distance, maybe, but he does have in mind what he will be able to do on his second shot.

In other words, he plays the game intelligently, looks ahead, and analyzes the situation. When I hire a salesman, I want a man who can do that.

Well, that's about all there is to my scheme. It's simple. It works. I find it a mighty good "final exam" for anybody seeking a responsible place in this business, or a place that may lead to responsibility. I have a few "dont's."

I don't want a man for an important job who picks up his ball in a golf game and concedes the hole at the first sight of serious trouble—he is too easily discouraged.

I don't want a man who "forgets" to count an occasional stroke. He is either careless or dishonest, usually the latter, and a man who isn't honest with himself in such a matter isn't likely to be honest with me or my customers.

Again, I don't want a man who "goes wild" and loses his self-control when he does badly on a hole or two—that's a common trouble. But if a man fights all the harder under such circumstances, then, other things being equal, I consider him pretty seriously.

I don't want a man who slams away by luck and begob, and trusts to Providence he'll get out of any fix he may get into; but if a man studies each stroke and considers not only it, but also *the one after it*, then I think of him a second and third time.

I don't want a man who invariably decides in favor of himself on doubtful points. Any fellow who takes all the "long" for himself has got to give the "short" to the other fellow some of the time. In my business that doesn't go.

Good business and good sportsmanship are much alike. It's not often I can play eighteen holes with a man without knowing whether I could welcome him as a business associate.

G. L. Price

Has been elected secretary of The Mayers Company, Inc., Los Angeles advertising agency.

Frank Seaman, Inc.

New York, will act as advertising counsel for the Cedar Cliff Silk Company, same city, manufacturers of shoe satins.

H. Hollyday, Jr.

Formerly with The Harry K. Fisher Company, Chicago, has been appointed national advertising manager of the Ohio News League, comprising the *Dayton News*, the *Canton News* and the *Springfield News*. His headquarters will be in Dayton.

Dewey Pinsker

Until recently chief of copy and plans of the Gardiner & Wells Company, New York, has become associated with the Ajax Advertising Agency, Inc., also of New York, as its vice-president.

The Chambers Agency

Louisville office, will direct advertising for Anderson's Indian Herb Tonic, manufactured by the Anderson Indian Remedies Company, Middlesboro, Ky.

THE FAILURE

or success of an advertisement often depends upon the proper photograph.

We specialize in truly appealing photography for advertisers.

FREDERICK BRADLEY :: *Photography for Advertisers*
435 FIFTH AVENUE, NEW YORK TELEPHONE CALEDONIA 5645

Consider This Market Every Day In the Year

Your church uses and buys—

Adding Machines
Addressing Machines
Automobiles
Cameras and Kodaks
Cement
Clocks
Coffee
Dishes
Envelopes
Files and Cabinets
Hardware and Plumbing
Heating Equipment
Furniture
Fixtures
Kitchen Equipment
Letter Heads
Pianos
Pipe Organs
Paper
Radios
Rugs and Floor Covering
Roofing
Bulletins and Signs
Tires
Typewriters
Vacuum Cleaners
Victrolas
Window Glass

Your Pastor recommends—

Will It Be Your Product?

Place part of your appropriation for 1925 in the magazine best fitted to sell this field

The EXPOSITOR

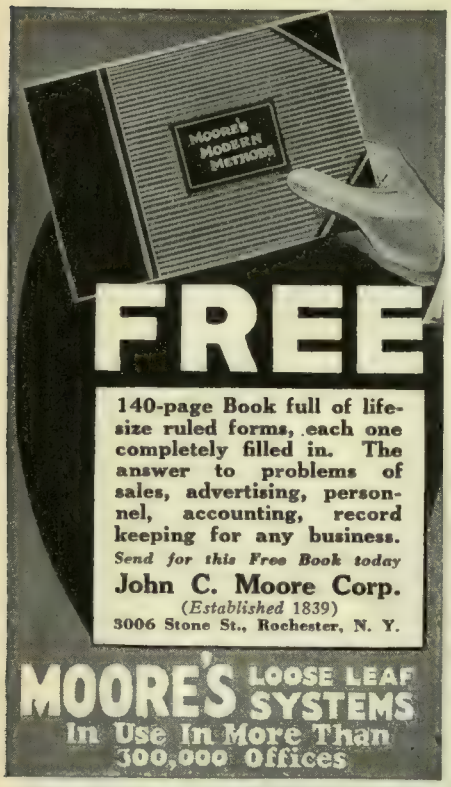
The Preachers Trade Journal Since 1899

Out of 130 National Advertisers using church papers 70 of them use the Expositor exclusively

F. M. Barton Co., Caxton Bldg.
Cleveland, Ohio

Chicago: 34 S. Wabash **New York:** 17 W. 42d St

F. M. BARTON CO., Cleveland, Ohio
Please send Sample Copy and Rate Card of the Expositor to
Name
Address



"Orange Juice and Canada Dry!"

In Which a Hotel Manager Expresses Himself Bluntly Upon the Subject of Conventions

To Mr. ————:

You asked me, as the manager of this hotel, to set down what I have seen of conventions; nothing could give me greater pleasure. You told me not to mince words. I won't.

This is a new hotel. It is one of a nationally known chain. It was opened a year ago, with absolutely first-class equipment and beautiful appointments. To date, we have entertained seven conventions. We'll never entertain another. With each of the seven it has been the same story.

The conventioneers gather. They fill the lobby and lounge-rooms to overflowing. The noise is deafening. The dirt is overwhelming. Every man is smoking, but does a single one behave as he ordinarily would? Does a single one deposit matches, ashes or ends in tray or receptacle? Not on your life. Everything goes on the floor.

Practically every hip is bulging. The favorite indoor sport is exhibiting the bulge.

A day and an evening of this. Then groups begin to move upstairs—to the rooms. Immediately the bell-hops get frantically busy. "Orange juice and Canada Dry!" "Orange juice and Canada Dry!"

The noise doesn't stop; it just moves. It concentrates itself in certain rooms. The tired traveling salesmen in bed across the hall, toss around, and finally let loose with a volley of "shut-ups." This, however, merely inspires a retaliatory torrent of abuse and more noise—noise—noise. Thus, far into the night.

Next morning, the chamber maids start on their rounds. Some of the convention-guest rooms haven't been slept in at all. Others are occupied by bleery-eyed gentlemen who stay dead to the world for the rest of the day. Still others look as if a hurricane, a Polish wedding, and a freshman banquet had visited them in turn. These are the rooms where had been held the parties.

Hardly can I begin to describe one of these rooms. Cards and chips strewn all over (these parties are always poker parties). On the table, a table-cloth burnt into patterns with cigarette holes. Broken glasses, and a few whole ones; smashed bottles, and a few whole ones! Cigarette stubs, like a bumper crop, over the floor. The rug shows several livid spots on it—with a stench rising to heaven. Similarly, a trail into the bathroom—and there, why only the lowest porter can stand it.

Usually, several chairs are smashed. The bureau mirror is cracked. Curtain hangings in heaps on the floor. The blankets are punctured with cigarette holes. The bedspread looks as if it had spent the night on Flanders Field. The bureau-fronts are streaked with white—where that lye they call whiskey has run down.

I CHECK up on every bit of damage. I estimate the replacement cost, and tack the whole on the bill. How surprised they are to see it there! But never a kick! All they say is, "Well, the company certainly got its money's worth."

One convention actually broke up in a riot. The yelling and carousing went on into the small hours, when suddenly there came a most frenzied outburst. Those of us in adjoining rooms and corridors were startled by a maniacal cry, "I'll kill him! I'll kill him!" The night clerk brought the police on the run, and they arrived barely in time to seize a drunken rowdy who fancied he was being cheated at cards.

And this, mind you, in an acknowledgedly first-class hotel—a hotel which many fine people make their permanent home—a hotel with the social prestige of its entire territory!

Of course, at each of these conventions were some mighty decent chaps, too. They behaved, and tried to work. But to any casual observer, and certainly to the manager of this hotel, the ruffian element was in control. They were men "on a bust." They were men trying to be "devilish." To show how far they forget ordinary decency, each convention brought an appalling loss of furnishings. Bureau scarfs, ash-trays, pitchers, silver, and even lamps, disappeared by the score.

You told me these conventions are for the purpose of friendly get-together, of mutual understanding, of education and cooperation. If you could only watch them from my side of the scene!

Perhaps I have been too blunt! But you said you wanted it straight. If you think I exaggerate, please remember that conventions are supposed to be good money for a hotel, and this hotel will never entertain another.

CHOSEN FROM THIRTY

By One Who Knew

SURELY you can be assisted in your selection of an advertising agency by the decision of a former executive of one of America's largest agencies. His choice of the Lamport-MacDonald Company from thirty who presented their respective cases, should kindle a desire on the part of manufacturers to hear the story of achievement which won the favor of this man.

He has sat on both sides of the merchandising conference table. Because of this past experience he knows the vast difference between promise and performance.

If you are about to begin advertising, or if you are looking for a better agency relationship, we shall be glad to hear from you. We will frankly tell you whether our organization is especially prepared to assist in solving your merchandising problems.

A copy of a letter in which this executive tells the reasons why he chose the Lamport-MacDonald Company will be sent to those interested

Lamport-MacDonald Co.

J·M·S·Building~South Bend. Ind.

Who
ELSE
Is
THERE IN
YOUR OFFICE
Who
OUGHT TO BE
READING "THE
FORTNIGHTLY"
But
Isn't...

Gently place a pen in his hand and point your fore-finger below

ADVERTISING AND SELLING FORTNIGHTLY,
9 East 38th Street,
New York, N. Y.
Enter my subscription for one year (24 issues) at $3.00 (two years for $5.00).
Send me bill after I receive the first issue.
Position
Name
Company
City
Address
State

How One Large Concern Applied Research

By George Mansfield

A LARGE, well-known advertiser decided to add a new article to its line of manufacture. He did not arbitrarily decide what this new by-product or associated line of manufacture should be, but put that up to its research bureau.

The investigation began with a tentative resumé of the raw material market covering origin, quantities produced, kinds, uses, sources of supply, the articles possible to make from it and the extent of the markets. The data submitted were sufficiently comprehensive to enable the company to select a half-dozen alternative by-products it could manufacture.

Then the matter was ready for more detailed study, the obvious "impossibles" having been eliminated. More extensive reports were then made, dealing with each article separately, and the field was entirely covered from the initial step in manufacture to the final distribution to the consumer. This involved analysis of the cost of manufacture, labor, raw materials and possible consumption of the article—even a comparison of per capita consumption in this country and abroad. The consumer's attitude toward the articles was ascertained by actual experimental contact. Thousands of consumers of every type in every locality were interviewed. The principal producers were interviewed and an extensive investigation of chemical formula was entered into, in order to determine the best articles adapted to market conditions.

A purely analytical and comparative study was then entered into in collaboration with production engineers to sift down the choices to one choice. For a long time it was "neck and neck"—as various angles were raised. Finally one was chosen over the other because it would not require quite so much educational work and had not so much consumer resistance.

A very detailed report was developed to determine the amount and kind of competition the company would have to face now and in the future, their backing, equipment, etc., and the scale on which they were manufacturing, their future plans, prospects, etc. As the result of these preliminary investigations the manufacturing plans of the company gradually took shape. It had made its decision regarding the by-product it would make, and a schedule and budget of finance was laid out for a period of five years.

Then came the problem of plant location. A careful investigation was conducted as to the most scientific location. Chief consideration was given to the distribution situation, modified according to a percentage (weighted) representing the raw material factor. All the other minor factors—labor, etc.—were given a percentage rating. No smooth ingratiating Chamber of Commerce representative was permitted to win the plant for his city because he was a likable chap and the plant had to go somewhere.

The question of financing was likewise analyzed. It was determined whether it would be preferable to buy a plant already equipped or build a new one. The type of organization required for the best conduct of this line of business was investigated based upon the experience of other companies. No individual's judgment was followed. The problem arose as to whether the subsidiary company should bear the name of the parent company or a different name and, if the latter, should the name indicate the nature of the product or not. This report further covered the advantages and disadvantages of incorporation in various states.

THUS, by a series of well thought out investigations, this company was equipped to begin the manufacture of its by-product.

Business research, however, does not always produce an affirmative decision. It is always unbiased and its rules are inexorable.

I have in mind an investigation conducted for a concern which was convinced that a wide market for its product could be developed in a certain line of mechanics. As matters stood, the market was very limited, there being practically no replacement business. Investigation developed the fact that the market the company was already covering was the largest and best and probably the only market for this product.

When this report was submitted, the company was not satisfied. A second investigation was instituted to check the findings but, as the work had been done by an unbiased, impartial investigating organization, the second investigation only strengthened the findings of the first. When the client finally realized he was on the wrong track he readjusted his plans and acknowledged he had been saved a tremendous loss by learning the actual market conditions by means of the research bureau.

"To rise above mediocrity — requires enthusiasm and a determination not to be satisfied with anything short of one's ideals."

Drawn by Seymour for Uplands Fruit Farm

VERSATILITY is a gift that any organization might well possess. And it is of greatest value to an engraver. For, with the object of his attention one moment an apple, and a railroad car the next, he must be alert to the requirements and possibilities of the work at hand in each case.

We congratulate ourselves on the fact that not only are our engraver-craftsmen versatile, but our facilities also. This enables us to offer our customers a varied service on which they have learned to depend. You, too, will be pleased with it, for it will save you time and trouble. May we place ourselves on trial?

The EMPIRE STATE ENGRAVING COMPANY
165-167 William Street, New York

The Exclusive Services of

Geo. D. Dannenberg
Anthony F. Hansen
S. E. Megargee
Walter Ratterman
Dorothy Schnellock

are available through the

AFFILIATED ARTISTS
INCORPORATED
TWO WEST FORTY-SIXTH STREET
NEW YORK - TELEPHONE BRYANT 0903

The Advertiser's Weekly
The Organ of British Advertising

The only weekly paper in the British Empire exclusively devoted to Publicity.

The only Advertising Publication in Great Britain giving audited net sales figures.

Published for all who wish to be informed on British advertising and its development.

Subscriptions $5 annually, post free.
Advertisement rates on application to
New York Office
9 E. 38th St. N. Y. City
or
New England Office—c/o Mr. Frank E. Willis, 148 State St., Boston, Mass.

Dangerous Competition in Business Today

[CONTINUED FROM PAGE 24]

the assembled conferees for hours at a time, and the parade always ends with a hopeful sigh for the return of the good old days—when the water was cool.

IT was the president of one of these three companies who, mentally worn from struggling with this competition from within for several months past, gave utterance last week to one of the most profound of observations concerning business. His sales manager had built up a wonderful sales canvass, at the direction of the executive committee which is struggling with the situation which faces that company. In this sales canvass, which he read aloud to the group in the president's office, he pointed out the marvelous contribution the company was making to its industry, painted a glowing word picture of its great plant which was the last word in design and equipment and stood as a symbol of progress, and ended up by stressing the splendid traditions of the company "which insure uniformity of product, fair dealing, and the highest type of service to each and every one of our customers, old and new."

"That's all very fine," observed the president, as the sales manager laid down his manuscript, "but you don't say anything about price—and *that* is what's the matter with us." Whereupon gloomy silence settled on the group.

It was then that the president spoke so much to the point: "You know," he continued in one of his penetrating flashes, "that's all an alibi for overhead, *and the public doesn't care a tinker's dam about our overhead.*"

Not only is this true of the public, but it is equally true of the retail merchant: he doesn't care a tinker's dam about the overhead of the manufacturers from whom he buys. He is too busy trying to find a way to reduce his own overhead and to meet the competition of cash-and-carry, or the chain store, or the house-to-house canvasser.

This, then, is the starting point for dealing with the problem of the Competition of Overhead: to realize that neither the public nor the trade care a "tinker's dam" about any manufacturer's overhead.

This threatens to be increasingly apparent in all lines of business, with Asia and Europe once more beginning to look more actively to America for business, and with the changes and developments in manufacturing and distribution in our own country. Competition from without is tightening up, and as it tightens, many manufacturers are going to become more painfully conscious of this competition within—the competition of overhead.

I believe it was Harry Arthur Hopf who so well expressed a certain business fundamental that forms another rung of the ladder by which a business may climb out of its kettle of hot water. His observation was this:

"As a business becomes more complex it must be made more simple."

Making business more simple is the *only* sure-fire way of meeting the competition of overhead, and it looks very much as if we were face to face with a period of simplification all through business; not in the sense of standardization (though that is one important part of the program), but in the sense of dealing with the functions in every department of business as elementally as possible.

Some months ago the management of a certain public service corporation was taken over by a man of clear vision and simple thought processes. He started to "simplify" the running of that business in order to meet competitors and improve its earnings. One of the first items that attracted his attention was the high cost of the legal department.

THE legal department of this particular business is maintained to settle claims, he argued with himself. It ought not to cost this enormous figure to settle claims.

And so he went into the matter and found that "settling" was the last thing the legal department was in the habit of doing. Claims were dragged out endlessly in the hope of exhausting the complainants. To do this required a large staff of high-salaried lawyers.

The new president picked out two of the most promising members of the legal staff and told them something to this effect: "From now on you two men are the legal department and your sole job is to settle claims. Settle them as reasonably as you can—but *settle them*, and settle *promptly*.

Much the same sort of treatment is required to defeat the competition of overhead: a return to a simple conception of the purpose of each department or function of the business.

Only by meeting squarely this issue of inside competition and by finding ways to reduce it can the money invested in sales and advertising be expected to develop the volume of business that it might; for if salesmen and advertisements have to overcome the handicap of severe competition within as well as without, their task is difficult indeed, and their effectiveness suffers seriously.

How Old Are Magazines When Thrown Away?

[CONTINUED FROM PAGE 38]

continued stories. 5, *Decoration of reading tables.* 6. *Date of no significance,* e.g., *National Geographic.*

Indications from this analysis are: That the average useful life from the cradle to the grave with all magazines is not more than six months. That only about one magazine out of six is discarded in less than three months; about one-third in less than six months; one-half in less than nine months; and two-thirds in less than one year. Whether they serve any useful purpose or not, one-third of the magazines seem to be kept for a year or more.

That the ranking of age or life of the six classes of publications given below is in the order named, the first group having the greatest average age: 1. Farm and garden magazines; 2. Woman's and style magazines; 3. General monthlies; 4. Story and movie magazines; 5. Weeklies; 6. Fraternal publications.

That there is less disparity in the life or age of the various individual women's publications than in those of any other group.

That the average life of weeklies approaches the average life of monthlies more nearly than might be expected.

That certain publications whose contents do not readily "get out of date" apparently are kept a considerably longer time than the average. Typical of these are National Geographic, American Boy and Christian Herald.

Detailed results of the check-up are shown in accompanying tables.

S. M. Goldberg

Has been appointed Eastern representative of *Store Operation Magazine.*

Hanff-Metzger, Inc.

New York, will direct advertising for the Columbia Phonograph Company, same city.

William R. Robinson & Company, Inc.

New York, will act as advertising counsel for The Home Correspondence School, Springfield, Mass.

A. J. Kobler

For a number of years manager of *The American Weekly,* has been made president of that publication.

Animated Billboard Company

Is the name of a new concern which has been organized in Philadelphia. R. O. Browning is president and Harold F. Grundy will be in charge of sales.

Prepared by The Powers-House Co.

SOMEHOW or other "Powers-House" service fails to appeal to the company that seeks to get rich quick without an investment of hard work and ample time. Read the list of P-H clients and you will find a group of able, responsible, conservative and consistently successful companies.

The
Powers-House
Advertising Co.

HANNA BLDG. Est. 1912 CLEVELAND

Marsh K. Powers, *President* — Frank E. House, Jr., *V. Pres. & Gen. Mgr.* — Gordon Rieley, *Secretary*

卐

ZERO

can develop a usual idea into an unusual drawing.

ZERO

is prepared to execute commissions for agencies or advertisers. No medium limitations. May he show you samples?

ZERO

A free lance artist

9 EAST 38TH STREET

N. Y. C.

Caledonia 9770

卐

Advertising Emphasis

[CONTINUED FROM PAGE 23]

plained merely in terms of its specifics. The *idea* itself comes in triple barrage. First, "pour a flood of light." Then, "shower it liberally." Third, "scatter brightness." In these three lies the greater emphasis. For proof, contrast the example quoted with a piece of stereotyped "more light" copy:

"Have an abundance of light in every part of the room, on the chairs, in the corners, everywhere."

If triple repetition is so powerful, why should quadruple repetition not be more powerful? Curiously, it isn't. It lapses into monotony. In repetition, as in layouts, the rule of three is the golden rule.

OFTEN, idea repetition can be combined with word repetition. Pepsodent, fighting the film, aptly employs the device in a heading: "Cloudy teeth, dull teeth." The popularity of such proverbs as "day in—day out," "all's well that ends well" is probably due as much to the apt repetition as to any other one reason.

"Familiarity breeds contempt" may be true of people, but not of copy-ideas. "Familiarity leads to retention" would be nearer the truth. John and Jane Publick retain those ideas which impact upon them most.

After you have made the Publicks see your point, make them remember it. Wave it in front of them. Flaunt it three times—for emphasis. They retain what they hear most.

No less than a blood-cousin to repetition is *The Parallel Construction.*

Not the parallel, this time, mind you —but simply the parallel construction.

John Publick, reading, is like any other race-horse. He swings wide on the curves and corners. Keep him travelling in straight grooves and he is less likely to stumble or lose the goal.

Begins an oil range advertisement:

"Heat from any fire radiates out, and much of its strength is lost. But the Florence Burner focusses the heat right under the cooking utensil."

Let us make the second sentence into a parallel with the first. We get:

"Heat from any fire radiates out, and much of its strength is lost. Heat from the Florence Burner focusses in, right under the cooking utensil."

Now the second thought flows out of the first. The mind speeds along a familiar channel. But speed is the lesser gain. Note the gain in emphasis. The parallel construction brings out "focusses in" as opposed to "radiates out." That gets its full significance remembered.

How contrast and antithesis bring about clearness, we told in an earlier chapter. Parallel construction is the device that perfects the contrast and the antithesis.

Most copywriters who know their art already use parallel construction freely and well.

For example:

"The Premier Duplex gets dirt from the top and grit from the bottom."

"During these first ten days of April, you've been baked by golden sunshine, soaked by sudden showers, and bitten by cold winds"—an argument by Weber & Heilbroner for their Splasher Topcoat. This example is worth closer study. Note, first, the paralleling of the three phrases. Note, second, that each phrase is exactly parallel in construction—intransitive verb, preposition "by," two-syllable adjective ending in "en," and the noun. Note, third, that the writer thus gets his selling-contrast emphasized three times—first, by the verbs "baked" "soaked," and "bitten"; then, by the adjectives "golden," "sudden," and "cold"; again by the nouns "sunshine," "showers," and "winds." That is paralleling at its finest.

Rogers Peet advertised a similar topcoat, the Scotch-Mist, as follows:

"Let it rain, and they sell as raincoats. Let it shine, and they sell as good-looking Spring overcoats."

THE same device, yet carried not quite as far—and not getting the same dramatic emphasis on April weather.

Yes—degrees in paralleling, there most certainly are. All the way from superlative to minus.

The minus degrees will bear comment, too.

So popular have certain parallel constructions become, that they belong with the rest of the advertising bromides.

Bringing together "taken out of" with "putting into" is one.

"X has taken the extravagance out of fine silk stockings by putting long wear into them."

Just words!

Listing a catalog of "you wants" is another. "You want comfort—the roominess of the X Sedan, etc. You want dependability—the mechanical excellence, etc. You want economy—the world's economy record, etc." An unfailing formula for deadly monotony. Beware of it!

Paralleling "unparallels" is a third.

"Real oven-baking makes them best to eat and best for you." Obviously, an attempt to emphasize "best" by two parallel phrases. But the construction changes. Emphasis? Rather, clumsiness, lack of speed, lack of everything.

But, intelligently used to emphasize something worth emphasizing—the parallel construction is almost a paradox of usefulness. It not only causes John Publick to dwell on the point, but it also helps him speed his reading.

*"—and so does a good illustration."

Photography can be successfully reproduced in newsprint when properly planned and finished. It offers an entirely new type of campaign that stands out from the mass of newspaper copy.

Our experience in the preparation of four large newspaper campaigns within the past month should be of extraordinary benefit to advertisers who realize the possibilities of photography for newspaper illustration.

N.B.:—You undoubtedly know that the Hiller Studios are equipped to handle all types of illustration, including direct color photography.

LEJAREN à HILLER STUDIOS, Inc.

461 Eighth Avenue,

New York City

Chickering 6373

(Above is one of a series of illustrations made for the Continental Baking Corp'n, Bakers of Certified Bread, through their agents, John O. Powers.)

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Distributing a Highly Perishable Product

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the territory can supply. If the tonnage of orders falls below a certain point, the car or cars which are being used for the delivery are taken off the route.

No business is more subject to fluctuating prices and fluctuating demand than is meat packing, and as we operate on a small margin of profit it is absolutely essential that we keep in the closest possible touch with the market. We do this through our branches and through our salesmen. However, slumps in price cannot always be accurately predicted. For instance, beef may suffer a bad falling off in New York while at the same time the same product may be booming in Boston and Philadelphia.

We must be prepared on a moment's notice to drop our prices, even though we suffer a considerable loss in so doing, simply to speed up sales. Either that or we suffer a total loss through perishability.

In attempting to cut down waste we are striking at the fundamentals of the business, and in our particular line we have a tremendously complex task ahead of us. In addition to the problems presented by the perishability and the fluctuations of the market, there is our buying which is complicated by the great fluctuations in supply of live stock, from season to season, and from week to week.

The problem is especially difficult in connection with hogs, because large quantities of pork must be stored away in cured condition for use during times of short supply.

We continually have to estimate future hog supply, and this is a problem that is handled by our research department. Few companies have gone into this phase of the business to the extent that we have and, while we have accomplished tangible results, we feel that we have but scratched the surface.

The Brennan-Eley Company

Chicago, will direct advertising for the Art Metal Products Company, same city, manufacturers of Humidiator radiator covers; Milani Company, same city, Milani French Dressing; and the Gray and Dudley Hardware Company, Nashville, Tenn., manufacturers of the Washington Home Furnace. The name of the company will shortly be changed to The Brennan-Phelps Company following the election of Harry E. Phelps as vice-president. Charles J. Eastman has been elected secretary.

Harry N. Blair

Formerly advertising manager for the Roberts & Mander Stove Company, Philadelphia, has been placed in charge of the advertising of Dill & Collins Company of the same city, under the direction of Mortimer Gibbons-Neff.

Advertising Calendar

JUNE 24 - 26 — National Foreign Trade Convention, Seattle, Wash.

JULY 4-8—Fourteenth District Convention, Associated Advertising Clubs of the World, Harrogate, England.

JULY 16-18—American Photo-Engravers Association Convention, New York.

JULY 17 - 18 — Conference Better Business Bureaus of Pacific Coast, Seattle, Wash.

JULY 20 - 22 — Convention of the Pacific Coast Advertising Clubs (Twelfth District) at Seattle, Wash.

SEPTEMBER 22-25—National Better Business Commission, Indianapolis, Ind.

OCTOBER 6-8—Convention of Window Display Advertising Association, Chicago.

OCTOBER 12-13—First district convention of Associated Advertising Clubs, Springfield, Mass.

OCTOBER 14-16 — Financial Advertisers' Association, Columbus, Ohio.

OCTOBER 26-27—Convention of Mail Advertising Service Association International, Boston, Mass.

OCTOBER 28-30—Convention of the Direct Mail Advertising Association at Boston, Mass.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.

Milwaukee Industrial Advertisers' Association

Announces the election of the following officers: president, O. C. Dahlman, Koehring Company; vice-president, H. P. Sigwalt, Milwaukee Corrugating Company; secretary-treasurer, Delbert Kay, Nordberg Manufacturing Company.

L. L. Rickets

Has been appointed circulation manager for *Better Homes and Gardens*, Des Moines, Iowa.

Charles C. Green Advertising Agency, Inc.

Philadelphia office, will direct advertising for the *Philadelphia Record.*

J. W. Fisk

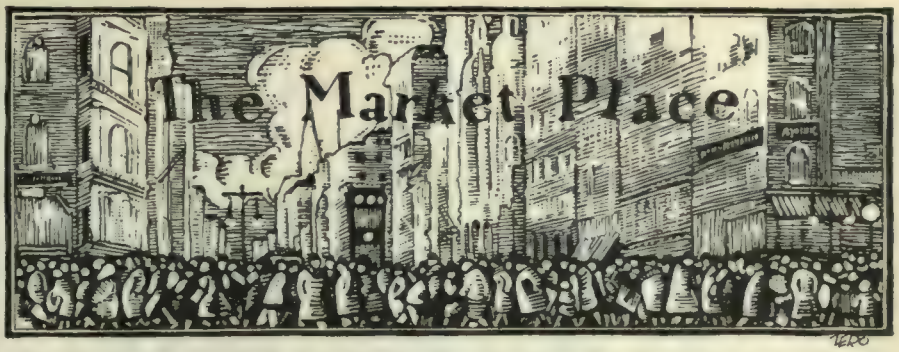
Formerly merchandising counsel, *The Milwaukee Journal*, has been appointed advertising manager of *The Cincinnati Post.*

Eddy & Clark, Inc.

Akron, Ohio, will act as advertising counsel for the American Pigment Company, Ravenna, Ohio, manufacturers of rubber compounding pigment.

Advertising Club of Johnstown,

Pennsylvania, announces the election of the following officers: President, Harry Hasselbein, secretary, Chamber of Commerce; first vice-president, Tom Nokes, Johnstown Poster Advertising Company; second vice-president, John Sheridan, Johnstown Automobile Company; treasurer, Fred G. Smith, William H. Smith & Sons; secretary, Kenneth P. Ripple, Johnstown Poster Advertising Company. The directors elected are: L. H. Henning, Valley Engraving Company; H. D. Corbin, Penn Traffic Company, and Robert J. Glock, Swank Hardware Company.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Business Opportunities

MAILING OPPORTUNITY

Mail order organization mailing 30,000 catalogues to list of active farmer buyers, mostly New England States, about August 1, will consider enclosing circular matter of non-competitive lines at attractive rates. For particulars address The Orchard and Garden Supply Co., Northampton, Mass.

MAIL ORDER BUSINESS

Other connections compel sale of nationally advertised business; established 4 years; can be conducted on part or full time; unlimited possibilities for expansion; over $1,000 in paid advertising stock, printed matter, fixtures and list of 1,200 customers; will sacrifice for $2,000 to quick buyer. For full particulars write Box 357, General Post Office, New York City.

FOR SALE

Stock on hand and Copyrights of Mail Order Publishing Business, of extreme interest to Retail Merchants, especially those who have businesses in smaller Communities. Also Film Rights of these Publications, which have unlimited possibilities for rental of Films to Chambers of Commerce, Rotary and Kiwanis Clubs and other Business Men's Organizations to campaign for "BUYING AT HOME" and keeping business in their towns. Can be sold separately or together. This proposition has great Economic value, and will bring tremendous returns upon the investment. Legitimate reason for selling. Address—C. M. Lansing, Room 759, McCormick Bldg., Chicago, Ills.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.
14 West 40th St., New York City.
Telephone Penn. 3566.

Miscellaneous

FOR $5.00
12 collection letters, complete system. Results or money refunded. Fair
Box 279,
Danville, Virginia

Philadelphia Headquarters for advertising man or printer's representative. Part of office for rent reasonable. Fine location. Andrew Koller, 911 Commonwealth Trust Bldg., Philadelphia.

Position Wanted

ART DIRECTOR

Desires position with Eastern advertising agency. Engineering and sales background; newspaper and studio experience; capable artist; can work in all mediums. Available about August 1, 1925. Address Box 272, Adv. and Selling Fort., 9 East 38th St., New York City.

ADVERTISING MANAGER OR ASSISTANT. **As I have been clerk, store manager, jobbers'** salesman, advertising manager for two chain stores and manufacturer, I am qualified to handle the advertising of a concern that wants an executive who knows merchandising and who can plan and produce effectively yet economically; 15 years' experience in radio, hardware and textile fields; age 35; university graduate. Box 279, Adv. and Selling Fort., 9 East 38th St., New York City.

Position Wanted

SALES EXECUTIVE and purchasing—A man wants a chance to get started on the work he loves; he is an energetic, experienced seller and purchaser of merchandise; has repeatedly covered United States and Cuba, knows his field and prospects thoroughly; has an impressive record as salesman, purchaser, and sales manager; his pet lines are magazines, toys, stationery and novelties; magazine promotion and selling his specialty, wants to locate with a live publisher, manufacturer or distributor. Box 278, Adv. and Selling Fort., 9 East 38th St., New York City.

Help Wanted

ADVERTISING SALESMAN to sell our direct mail syndicated advertising service to business and professional men; splendid opportunity for right man; permanent future; if you are used to earning $500 or more monthly on commission basis and desire to improve your position we have the ammunition. The Service System, 442-444 Elizabeth Ave., Newark, N. J.

New, established magazine in virgin field, having pledged support, can use highly qualified men in the circulation and advertising departments in Chicago and New York. Opportunity will be accorded to acquire an interest. Address Publisher, Suite 233, 431 S. Dearborn St., Chicago.

AN ADVERTISING SALESMAN,
experienced and successful, will be selected by well rated institution specializing in standardized sales promotion services. If you are an aggressive seller seeking permanent connection, write us particulars.
FREDERICK C. MATHEWS CO.
P. O. BOX 834, DETROIT, MICH.

ADVERTISING SOLICITORS or crew managers with crews wanted now for a convention issue of a national periodical; liberal commissions paid and exclusive territory allotted; advertising is of a class easily obtained; two months' pleasant and profitable work. Write Mr. Allen, 201 State Theatre Building, Pittsburgh, Pa., giving full details and references as to responsibility.

WANTED
PUBLICATION REPRESENTATIVE

A resignation has caused an opening on the Eastern Sales staff of a Chicago publisher of essential trade and technical magazines. Charter members A.B.C. and A.B.P.

We desire a man of creative ability, constructive in his methods and qualified to make and hold advertisers having a legitimate place in our publications. The field is large and varied, with professional tendencies, and calls for a man of agreeable personality and bearing who would sell space only on the merits of our service and in keeping with the high dignity of an ethical business. An acquaintance with agents and advertisers in the entire Eastern territory would be an advantage.

The position is permanent—salary up to the productive ability of the man—and the future opportunity such as would appeal to a man anxious for increasing responsibilities.

Replies should state age, salary expectations and experience. Interviews in New York or Chicago will be granted applicants whose letters indicate suitability.

Address: Box Number 276, Advertising and Selling Fortnightly, 9 East 38th Street, New York City.

Our Hats Are Off to Mr. Jordan

With apologies to the Jordan Motor Car Company, this title is adapted from an advertisement written by Mr. Jordan as an appreciation of the Cadillac automobile

FAIR PLAY is a big thing both in sports and in industry. It arises from a courageous acknowledgment of the truth. That is why Edward S. Jordan, President of the Jordan Motor Car Company, is known everywhere as a true sportsman. His sportsmanship is shown by his recent public tributes to a competitor, whose sales led the Jordan by a narrow margin, in the home town field (Detroit, Michigan).

Here is another appreciation, written to the editor of the *Boston News Bureau,* by Mr. Jordan—typically sincere and generous:

> **"I read the *Boston News Bureau* every day with great pleasure. It will, perhaps, interest you to know that we receive scores of newspapers every day. Only two are read with enthusiasm by every executive in the organization—the *Boston News Bureau* and *The Wall Street Journal.*"**

THE *truth* means a great deal to Edward S. Jordan, and he has an enviable way of working the truth into his business and his play. There must be a good, sound reason for the deep interest he shows in these two financial newspapers—a reason that we infer to be—a natural desire

to see conditions as they actually are!

The Wall Street Journal
C. W. BARRON, *Publisher*
44 Broad Street, New York City

Boston News Bureau
C. W. BARRON, *Publisher*
30 Kilby Street, Boston, Mass.

Wherever there's oil—

NATIONAL PETROLEUM NEWS editors go wherever there's a story breaking, that's why the paper itself is always in the hands of the influential executives.

Editorially, and in circulation, National Petroleum News covers its industry completely and satisfyingly to both reader and advertiser.

By the way, there's a good suggestion in the column at the right. Take us up on our offer. Seeing is believing.

NATIONAL PETROLEUM NEWS
812 Huron Road — Cleveland, Ohio

SERVICE OFFICES:

TULSA, OKLA. . . . . 608 Bank of Commerce Bldg.
CHICAGO . . . . . 360 North Michigan Ave.
NEW YORK . . . . . 342 Madison Avenue
HOUSTON, TEXAS . . . . . 608 West Building

Member: A. B. C. — *Member: A. B. P.*

NATIONAL PETROLEUM NEWS

if—

you will let us send to your home a complimentary copy of National Petroleum News for easy chair inspection, and—

If you will sample, here and there, the interesting, often romantic, news it carries—

Before you're through you'll imagine you smell oil, so vivid will be your realization of this great industry.

You will then understand clearly why "N. P. N." is read so regularly and thoroughly by oil men everywhere —(and why its advertising pages pay such continuous dividends to advertisers.)

NATIONAL PETROLEUM NEWS
812 Huron Road, Cleveland

YES—you may send an inspection copy to

Name _____

Home Address _____

City _____ *State* _____

_____

If

If TIME could show that it reached the better element in only a few of the important cities, it would still be worthy of your consideration.

But TIME can show that it reaches the better element IN EVERY WORTHWHILE CITY AND TOWN IN THE U. S.

Furthermore, TIME can show by keyed and coupon advertisements that its readers are unusually responsive.

TIME's advertising lineage for the first five months of 1925 shows a gain over the same period last year, of more than ONE HUNDRED PER CENT.

TIME *deserves* to be on that list.

ROBERT L. JOHNSON
Advertising Manager

TIME
The Weekly News-Magazine

236 East 39th Street
New York City

REPRESENTATIVES

Western
POWERS AND STONE, 38 South Dearborn Street, Chicago, Ill.

New England
SWEENEY & PRICE, 127 Federal Street, Boston, Mass.

Southern
F. J. DUSOSSOIT, 1502 Land Title Building, Philadelphia, Pa.

Class Circulation
with Mass Rates

Advertising & Selling FORTNIGHTLY

Courtesy Eastman Kodak Company

JULY 1, 1925 15 CENTS A COPY

In this issue:

"Selling Furnaces by Ringing Doorbells" By A. H. Landwehr; "Sales Manuals That Make Good" By Will Hunter Morgan; "Increasing the Unit of Sale to Make Selling Easier" By Ralph K. Wadsworth; "Benefiting the Industry by Cooperative Advertising" By Russell T. Gray

The Desire to Possess Is the Strongest Trait in Human Nature

Advertising creates—or stimulates—that desire.

What, when, where and how to advertise are matters of moment to the advertiser—he must know, or he is not a successful advertiser—nor an advertiser of any kind, very long.

Successful advertisers study advertising values. They know what mediums reach the most buyers and reach them most effectively. They know that one paper, read with confidence and interest in the home, is better than many papers read for "flash" interest on the cars or hurriedly in moments snatched from interrupted working hours.

The Chicago Daily News is preeminently a "home newspaper"—read closely, attentively and with confidence. Its readers know that they can depend upon it for efficient news service, entertaining features and comprehensive advertising information. They are, therefore, the most responsive to advertising appeal of any and all reader groups in Chicago.

Consequently The Daily News, year after year, leads all other Chicago daily newspapers in the volume and variety of its advertising. In the first 5 months of 1925 The Daily News published 6,637,263 agate lines of display advertising. The next highest daily lineage record was 5,145,442 agate lines.

Advertising lineage is the testimony of advertisers to circulation effectiveness. These two factors—advertising lineage and the circulation effectiveness thereby demonstrated—combined with its all round journalistic efficiency, make

THE CHICAGO DAILY NEWS

First in Chicago

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume 5. No. 5. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.

What do they think of you~ *in Altoona, Keokuk and Spokane?*

IN Altoona, today, one woman spoke to another about your goods. Or perhaps it was about your competitor's goods.

In Keokuk, a clerk handed out a package of your product. Or perhaps it was some one else's product.

In Spokane, a jobber told a retailer why he liked your policies. Or it may have been the other firm's policies he favored.

If only you could *know* what your market really thinks about your goods! Then—sales resistance which now eats up your salesmen's time could be minimized. Then—advertising which now does not interest your possible customers could be made to do so.

Why not get these facts? Why not reduce sales resistance? Why not make every advertising dollar produce more?

Before we undertake advertising for a manufacturer, unless the facts are unmistakably clear, we make a Richards Field Survey to get the complete truth about his position. In a Richards Field Survey, we go to the consumer, to the retailer, to the wholesaler, and find out just what each thinks about the product and competitive products.

The fresh, unbiased information thus secured is bound in a book which we call a Richards Book of Facts. For the manufacturer for whom compiled, his Richards Book of Facts becomes the foundation of knowledge upon which sales and advertising policies are planned.

The soundness of basing advertising and sales work upon information thus acquired has been proved over and over again. For example, a manufacturer of a certain domestic utility used by practically every housewife had been advertising its mechanical features.

To his astonishment, a survey disclosed the fact that women were not primarily interested in the working efficiency of the article. Nearly 100% of those interviewed said that they would switch to another brand if it better met their requirements in one particular. And this feature had nothing to do with the product's efficiency!

We would like to prepare advertising for you based upon the solid foundation of a Richards Book of Facts. Let us show you what we can do as demonstrated by what we are doing for our clients.

You will be interested in a booklet which we recently published, "Business Research." Write for a copy.

JOSEPH RICHARDS COMPANY, INC.
251 Park Avenue New York City
An Advertising Agency Established 1874
Member AMERICAN ASSOCIATION ADVERTISING AGENCIES

RICHARDS *"Facts first—then Advertising"*
TRADE MARK REG.

THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK

If you want to know about our work, watch the advertising of the following

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
TAVANNES WATCHES
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
WELLSWORTH OPTICAL PRODUCTS
TARVIA
DUZ
WALLACE SILVER
HAVOLINE OIL
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEWITT WORK-LIGHT
L & G AGATE WARE
BONDED FLOORS
TAO TEA BALLS
NEW-SKIN

What we've done for others we can do for you.

Member of the American Association of Advertising Agencies
Member of the Audit Bureau of Circulations
Member of the National Outdoor Advertising Bureau

Page 5—The News Digest

Calkin & Holden

New York, will direct advertising for Lasher & Lathrop, Inc., same city, distributors of mill brand papers.

Waldo W. Sellew

For some years an account executive with Albert Frank and Company, has been appointed advertising manager of *The Forum.*

Charles C. Green Advertising Agency, Inc.

Philadelphia office, will direct advertising for Gash-Stull Company, Chester, Pa., manufacturers of farm implements.

Norton W. Mogge

For the past six years advertising manager for "Skookum" apples and Wenatchee division manager of the Northwest Fruit Exchange, has been appointed vice-president in charge of field and advertising of the Northwest Fruit Distributors of Seattle, Wash., a new organization made up of the former executive heads of the Northwest Fruit Exchange.

Edwin T. Keiser

For the past four years Real Estate Commissioner of California, has been appointed vice-president in charge of sales of Sutter Basin Company, a concern owned by J. Ogden Armour, which has large land holdings in Sutter County, California. His offices will be in Chicago.

Harold F. Snell

Formerly on the advertising staff of the Charles William Stores, New York, and the Central Hardware Company, St. Louis, has been appointed advertising director of the A. J. Childs & Sons Mercantile Company of the latter city.

Chicago Electric Company

Chicago, have been appointed district sales representatives for the American Mono-Rail Cable Conveyors in northern Illinois and northern Indiana. This conveyor is equipment for handling loose bulky materials and is manufactured by the Conveyors Corporation of America, Chicago.

Ralph Parker

Formerly advertising manager of the Anglo-California Trust Company, San Francisco, has been appointed associate editor of *Coast Banker*, published in the same city.

"Town and Country"

Has been purchased by William Randolph Hearst. There will be no change in management, Franklin Coe continuing as publisher and H. J. Whigham as editor.

The Thumbnail Business Review

By Floyd W. Parsons

¶ At the close of the half year, business conditions are sound and the outlook encouraging. Money is plentiful and cheap. Employment is above average and crop prospects are fair. A state of better balance has been established in the steel industry. Consumers are buying from hand to mouth and practically none of them are overstocked. This makes it reasonably certain that the well-managed companies will carry on a profitable business when trade becomes more active.

¶ There appears to be no end or limit to the purchasing power of the public insofar as investment securities are concerned. Bankers are having more difficulty in getting good securities to include in their offerings, than they are in marketing these securities. Bond prices are at the highest level they have reached since the war ended. Tax reductions and the probability of further cuts are helping to increase the confidence of people with capital. The leading foreign countries are introducing reforms in their fiscal systems. It appears certain that France will balance her budget. Work on foreign debt problem is making satisfactory progress, and with this disturbing factor removed, the sailing should be smooth and many present worries will disappear.

¶ Taking American industry as a whole, business is fulfilling expectations. Trade is running at the rate of a billion dollars a week above last year. Automobile output has not receded nearly as much as it did at this same time last year. Even textiles are in fair demand and shipments of cotton goods are very much larger than they were a year ago. Exports in practically all lines are holding up well. The total exports of automobiles for the first four months of this year were equal to half of that for the full year 1924.

¶ Most of the present expressions of disappointment with respect to the state of trade are coming more as a reaction from exaggerated expectations than a reflection of true conditions.

Harry Tipper

Secretary of the Chilton Class Journal Company, has resigned from that organization effective July 15 to become general sales manager of the General Motors Export Company.

Olmstead, Perrin & Leffingwell, Inc.

Is the name of a new advertising agency which has been formed by Clarence Olmstead, John T. DeVries, Chester A. Posey, Albert Leffingwell and Edwin O. Perrin. The offices will be located in the Postum Building, 250 Park Avenue, New York.

Klau-Van Pietersom-Dunlap-Younggreen, Inc.

Milwaukee, will direct advertising for the M. B. M. Manufacturing Company, same city, makers of power lawn mowers and garden tractors, and C. J. Mussehl, Fort Atkinson, Wis., advertiser of specialty musical instruments.

William H. Rankin Company

New York, will direct advertising for Scales & Lisner, Inc., same city, importers for the house of Rimmel, Paris and London, manufacturers of perfumes and toiletries.

Lord & Thomas

Los Angeles office, will direct advertising for the Arrowhead Hot Springs resort near San Bernardino, Cal. This resort, in addition to the extensive properties feature, engages in the sale of mineral water and ginger ale, and it is around these products that the advertising campaign will center.

Frederic W. Hume

Has resigned from the Newspaper Publishers' Association to enter business as a public relations counselor.

Maxwell Lakeman

Advertising manager of the Oakley Chemical Company, has become associated with the Rusch Fox Breeding Estates, Inc., Washington, D. C.

The Celotex Company

Chicago, manufacturers of Celotex (Insulating Lumber), have appointed George Batten Company, Inc., to direct their advertising through the agency's Chicago office.

Irvin F. Paschall, Inc.

Chicago, will direct advertising for the Troy Chemical Company, Binghamton, N. Y.

Charles C. Green Advertising Agency, Inc.

Philadelphia office, will act as advertising counsel for Renninger and Renninger, same city, real estate.

[ADDITIONAL NEWS ON OTHER PAGES]

Two modern inventions bring the world to you

The telephone and The Literary Digest are brothers, in that they are both good and useful inventions.

The telephone makes every other telephone subscriber your neighbor.

The Digest gives you the thought of the world, everything that has been done or said that is worth while. It is the consensus of opinion of five thousand editors, boiled down, condensed and arranged so that you may know everything that has happened each week.

The telephone and The Digest are both labor-saving devices. The telephone saves miles and miles of traveling. The Digest saves years and years of reading.

The kind of a home that has a telephone appreciates The Digest. For by the simple act of installing a telephone a family places itself among the list of progressive, enterprising people who are interested in the events that are taking place about them, who keep in touch with the affairs of their neighborhood, of the country and the world.

To think of the market for any article whatsoever in terms of one hundred and ten million people is futile. Advertise to those who understand your message and are responsive to an advertising and selling appeal. The telephone is the surest index of this market. One-third of the country's homes have telephones, and it is conservative to estimate that they buy two-thirds of the advertised commodities sold.

It is a good thing for the national advertiser to aim at—coverage of the 8,500,000 families in the telephone market—and obviously the telephone subscriber circulation of a number of magazines must be added together to total more than eight and a half million.

Because in the ten years (1915-1924) The Digest has continuously circularized telephone subscribers, it has increased its circulation to more than 1,300,000 copies per week and can make to all manufacturers of nationally advertised products this definite statement:

The home with
a telephone is the
best market
and the best million telephone
homes are subscribers
to

The Literary Digest

Illustrations of LIFE'S Policy of Humor - and Sanity

"The Lighthouse Keeper"
Voice over the radio:—"Wondering where you are—and how you are—and if you are—all alone—too!"

In this illustration there is combined the grim humor of realism and the gentle pathos of sympathy. And at the same time, the artist has subtly depicted the new joy that radio has brought to the isolated.

Editorial contents such as this, combining "humor and sanity" are what keep loyal to Life an ever increasing list of the educated and well-to-do of the nation. Advertisers who wish to reach this class will find no better medium than Life.

PARTIAL LIST OF NATIONAL ADVERTISERS USING LIFE IN 1925 WITH COMPREHENSIVE SCHEDULES:

Color

American Tobacco Company
Lucky Strike
Pall Mall
Atwater Kent
Beechnut Packing Co.
Cadillac Motor Car Company
Colgate & Company
The Crane Company
Fisk Tire Company
Ford Motor Company (Lincoln Division)
General Tobacco Company
B. F. Goodrich Rubber Co.
Holeproof Hosiery
Ipswich Mills
Keystone Watch Case Co.
Lambert Pharmacal Company
Parker Pen Company
Pierce Arrow Motor Car Co.
W. A. Sheaffer Pen Company
The Coca-Cola Company
White Rock Mineral Springs Company

Black and White

American Telephone & Telegraph Co.
Apollinaris Agency Company
Bauer & Black
Black, Starr & Frost
Brooks Bros.
Cunard Steamship Company
Coty, Inc.
Crichton & Company
Davey Tree Expert Company
Wm. Demuth & Company
A. B. Dick Company
W. L. Douglas Shoe Company
Dreicer & Company
Eastman Kodak Company
Fisher Body Corp.
The Forhan Company
French Line
General Electric Company
General Motors Corp.
General Tire & Rubber
Gorham Company
Alexander Hamilton Institute
Hart Schaffner & Marx
Hotels Statler Company
Houbigant
Hupp Motor Car Company
Robt. A. Johnston
Lehn & Fink
Liggett & Myers (Fatima)
Maillard's
Maxwell-Chrysler
Mohawk Rubber Company
Munsingwear Corp.
Nordyke & Marmon Company
Packard Motor Car Company
Palmolive
Pepsodent Company
Phillips-Jones Corp.
Phoenix Hosiery Co.
Reed Tobacco Company
Rubberset Company
Society of American Florists
U. S. Shipping Board
Van Ess Laboratories
Welch Grape Juice Co.
Wahl Company
Weyerhauser Forest Products
Wrigley's Gum
W. F. Young, Inc. (Absorbine, Jr.)

L i f e

127 Federal Street
BOSTON, MASS.

598 Madison Avenue
NEW YORK, N. Y.

360 N. Michigan Avenue
CHICAGO, ILL.

"THE BEST BUY IN THE CLASS FIELD!"

WHERE are your prospects?

How can you pick them out of the millions?

If you have a quality product, to be bought and appreciated by people of means and taste, you do not need to go out in the highways and byways of America to find them.

They are here, readers of the Conde Nast Group. You can reach them now.

Advertisers who have been with us a long time know this and long have profited by the knowledge.

We can deliver to you a greater number of substantial buyers of fine merchandise than any other one publisher has ever gathered together.

VOGUE
VANITY FAIR
HOUSE & GARDEN

THE CONDÉ NAST GROUP

All members of the Audit Bureau of Circulations

Airplane View of Thos. Maddock's Sons Co.'s Plant

TRENTON, NEW JERSEY

"The City of Diversified Industries"

Adds to its list of modern factories the new home of

THOMAS MADDOCK'S SONS CO.

Casting Room

Southmans Dryer

Entrance of Kiln

THE new plant of Thos. Maddock's Sons Co. is a wonderful monument to the memory of the late Thomas Maddock—the first successful manufacturer of sanitary ware in America.

The main building which is 1742 ft. long containing 335,000 sq. ft. of floor space is of brick and steel construction with extremely large windows and skylights.

The kilns are 374 ft. long of the muffel type and do not require saggers or containers. They are fired by producer gas and about every hour a car of ware is run into the kiln and a car of fired ware pushed out at the exit end. Each kiln holds 60 cars of ware. Heat is controlled by modern regulating and recording instruments.

Several improved systems save time in making of the product and reduce damage and breakage to a minimum. This plant has a daily output of 5400 bathroom fixtures of quality.

This is number twelve of a series showing the industries of Trenton. For reprints of other advertisements request envelope "F."

Trenton Times

TRENTON, NEW JERSEY

Kelly-Smith Co.

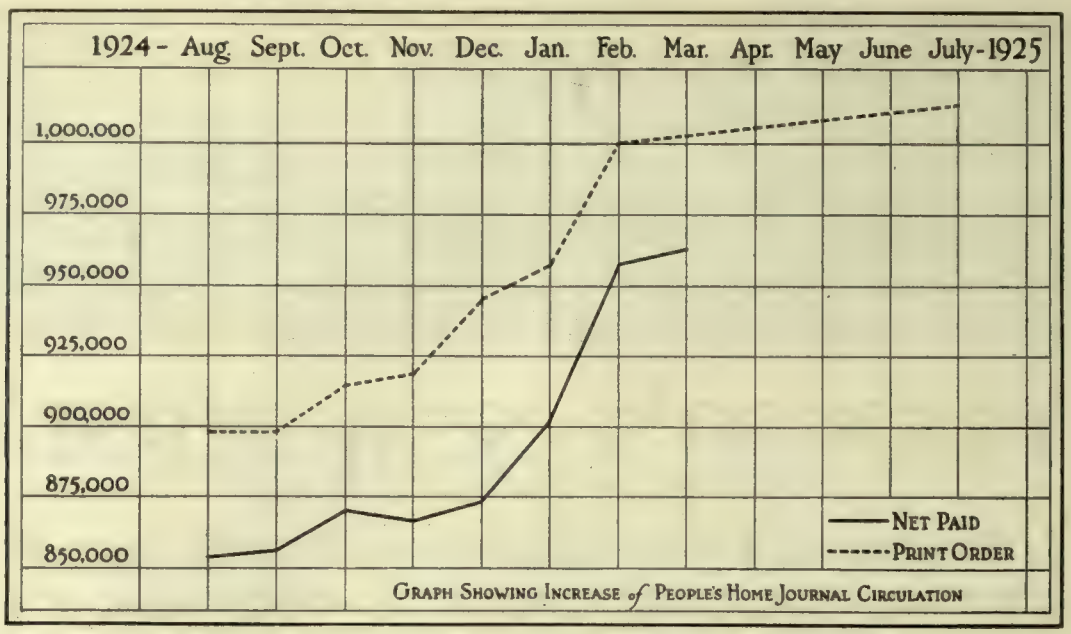
NATIONAL REPRESENTATIVES

Marbridge Bldg. New York | Lytton Bldg. Chicago

Kiln Control Room

Grinding Room

Assembling and Testing



GRAPH SHOWING INCREASE of PEOPLE'S HOME JOURNAL CIRCULATION

950,000

NET PAID CIRCULATION

OVER

100,000

INCREASE

Advertisers using Fall issues will receive 100,000 more circulation than last Fall without an increase in rate.

PEOPLE'S HOME JOURNAL

TWICE AS EFFECTIVE—
MORE ECONOMICAL—
for
Maxwell House COFFEE

Nashville, Tenn. 25th of February, 1925.

Kansas City Star,
Kansas City, Mo.

Gentlemen:

We believe that you will be pleased to learn of the progress we are making in the distribution of MAXWELL HOUSE Coffee in Kansas City.

Our sales work only started there about two weeks ago, and our nine salesmen, cooperating with our jobber's salesmen, have already placed our product in over half the retail grocery stores in the city proper.

The only local advertising that we have had to support this sales work has been in your columns exclusively, and we feel sure that your plan of getting out two-issues-a-day delivered directly to the home has made our campaign of publicity just twice as effective and more economical than a one-issue-a-day publication would be.

We understand from our Advertising Agents, The J. Walter Thompson Company, that you make a 100% coverage in greater Kansas City, and we are ready to admit that this must be so.

Appreciating your medium as a great merchandiser, we are, with best wishes

Yours very truly,

CHEEK-NEAL COFFEE COMPANY,

By P. V. Cheek

Vice President.

RSC:W

The story of the Maxwell House Coffee Campaign in The Kansas City Star is a dramatic high light in modern merchandising—larger consumer demand, quicker dealer response, more resales than from any other newspaper or any other market ever entered by the Cheek-Neal Coffee Company—a concern with nationwide experience in advertising and selling.

MAXWELL HOUSE COFFEE has been advertised in many cities. Mr. Cheek has had the opportunity to study many markets and many different types of newspapers.

He casts his vote for The Star. He calls attention to The Star's 100% coverage. He recognizes the economy of using only ONE medium instead of two or three, as is necessary in other cities. He praises The Star's plan of printing two issues a day. He says it pays to tell the SAME people TWICE in 24 hours about the merits of Maxwell House Coffee.

"Just twice as effective and more economical than the one-issue-a-day publication," are his words. Better returns than in Chicago, because not ALL the daily newspapers in Chicago cover that city as thoroughly as The Star (morning and evening) covers Kansas City.

Better returns than in New York, because not ALL the daily newspapers and "tabloids" in New York cover that city as thoroughly as The Star (morning and evening) covers Kansas City.

Better, quicker, bigger returns than from any other newspaper anywhere because nowhere else is it possible for an advertiser to claim such a unanimity of reader interest aas is available in The Kansas City Star.

More Star subscribers in Kansas City and 40-mile radius than there are families.

facts-
—about the—
Maxwell House Coffee Campaign in Kansas City:

The Kansas City Star—morning, evening and Sunday—the only publication used.

Less dealer resistance and quicker consumer response than in any other market.

Sold one carload of Coffee in three weeks, a record for the Cheek-Neal Company!

Secured 55% dealer distribution in two weeks!

Ninety per cent distribution with desirable grocers in four weeks!

Sales Managers! Ask About This!

The Kansas City Star's morning, evening, Sunday and Weekly editions circulate in seven states—Missouri, Kansas, Iowa, Nebraska, Oklahoma, Arkansas and Colorado. The names of the retailers in these seven states have been compiled by The Kansas City Star and are now available in book form. They are classified in these groups: Grocery Stores, General Stores, Drug Stores, Automobiles and Garages, Hardware Stores, Furniture Stores, Confectionery and Cigar Stores, Men's Clothing Stores, Dry Goods and Women's Clothing Stores, Electrical Stores and Music Stores.

A merchandising plan whereby these names may be used in conjunction with Star advertising to establish or extend dealer distribution will be explained to any sales executive who communicates with the home office or New York office of The Kansas City Star.

The combined morning and evening circulation of The Star—500,000 copies daily—is more than double that of any newspaper in any city west of Chicago.

THE KANSAS CITY STAR

New York—15 E. 40th St. KANSAS CITY, MO. *Chicago*—1418 Century Bldg.

MIDAS GOLD

A Study of: NATIONAL MARKETS
FAMILY INCOMES
TIME-PAYMENT SELLING

"Midas Gold" is a comprehensive treatise dealing especially with time-payment selling.

Whether you are in favor of time-payment or against, the time has come for a serious study of this subject by both present and prospective advertisers.

This book, 100 pages and bound in cloth, has a vital message for every manufacturer and advertiser—particularly those in the building, decoration and household utility fields.

A limited supply of this book has been printed. We will gladly send a copy with our compliments to any national advertiser as long as the supply lasts. Please address Mr. H. S. Lines, Butterick Building, The Butterick Publishing Company, New York City—and mention *Advertising and Selling Fortnightly.*

BUTTERICK
Publisher

Volume Five
Number Five

Advertising & Selling
FORTNIGHTLY

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© Brown Bros.

HOW a business can be built up by the application of a selling principle new to that particular line is described by A. H. Landwehr in his article, "Selling Furnaces by Ringing Doorbells." Mr. Landwehr is treasurer of the Holland Furnace Company, an organization which started with a small local trade and gradually expanded its market until it is rapidly approaching national proportions. Finding the selling methods of its competitors unsuited to its policies, the Holland Company applied the "unorthodox" house to house canvass to this field with the results described above. The company's salesmen are thoroughly trained and the way is paved for them by comprehensive and clear-sighted advertising. How this system operates and how the company handles its distribution are described in some detail by Mr. Landwehr in his interesting article.

M. C. ROBBINS, PUBLISHER
J. H. MOORE, *General Manager*
OFFICES: 9 EAST 38TH STREET, NEW YORK
Telephone: Caledonia 9770

NEW YORK: F. K. KRETSCHMAR, A. M. FRANKLIN
SAN FRANCISCO: W. A. DOUGLASS, 320 Market St. Garfield 2444
CHICAGO: JUSTIN F. BARBOUR, Peoples Gas Bldg.; Wabash 4000
NEW ORLEANS: H. H. MARSH, Mandeville, Louisiana
CLEVELAND: A. E. LINDQUIST, 405 Swetland Bldg.: Superior 1817
LONDON: 66 and 67 Shoe Lane, E. C. 4: Telephone Holborn 1900

Subscription Prices: U. S. A. $3.00 a year. Canada $3.50 a year. Foreign $4.00 a year. 15 cents a copy

Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising, Advertising News, Selling, The Business World, Trade Journal Advertiser* and *The Publishers Guide. Industrial Selling* absorbed 1925

Member Audit Bureau of Circulations and Associated Business Papers, Inc. Copyright, 1925

A Reprint from the June 13th Issue of *Sales Management*

ANYONE who is either in the business of an advertising agency or who is doing a reasonable amount of advertising, is often appalled at the conglomerate mass of advertising matter received in the morning mail—all colors, shapes and sizes. Some of it is of little interest; much of it of no interest. Perhaps a considerable portion of this material would be useful information at some time or other if it were in shape for convenient filing, but it would be a terrific undertaking to file most of the advertising material in the form in which it is now mailed.

There has been a movement among advertising agencies recently to encourage the standardization of advertising matter that gives information about mediums, printing, engraving, and other such subjects. As a group of advertising agencies state the case:

"We outlined the advantages that would accrue to the publishers themselves when a standardized size of presentation was adopted and that the effectiveness of much excellent material was lost because of failure to present it in the standard size—8½ by 11 inches.

"The publishers with whom we have talked have endorsed the suggestion, and have agreed to co-operate."

The most notable instance of standardized material that has come to hand lately is a durable folder from Cosmopolitan magazine. Unusually heavy, tough stock was used in making up this folder, which is provided with a linen backing or binding at the back, so as to permit constant use without tearing or coming apart.

There are ten tabs, numbered from 1 to 10, these tabs bearing the following key words:

1. Editorial Policy
2. Circulation
3. Who reads Cosmopolitan
4. Market
5. Cosmopolitan Service Department
6. Schools
7. Motoring
8. Travel
9. Market Service
10. Radio

Mr. A. C. G. Hammesfahr, general manager of Cosmopolitan, sets forth that this folder is the direct result of a questionnaire that he sent out a number of months ago to advertisers and advertising agents. The sixth question of this questionnaire was: "Would a letter-sized folder, to be kept on file, giving all essential facts about a publication, be useful, especially if it were kept up to date?"

Mr. Hammesfahr says that every answer to this question was "Yes," and so he has created a standardized file that he expects to keep up to date.

This folder does not deal with rates or A.B.C. statements, because such data has already been standardized to such an extent that a repetition in the folder would be "padding."

In reality the dividing up of information about a medium under definite headings not only makes the information more extensive but makes it much more pertinent and readable.

It will probably be a long time before all information for advertisers and advertising agents is put into standardized file size, but certainly the movement is a wise one and if many publishers followed it, a great deal of the "morning stack" of glanced-at information would be eliminated.

SUPPLEMENT No. 2 to the Standard Agency Data File will be issued on July 1st. It will replace the present folder covering Editorial Policy and provide a brief summary of the outstanding editorial features for the coming months. This supplement should be filed immediately upon receipt.

DESIGNED to establish a definite standard of practice in filing publication information, the Standard Agency Data File has met with the hearty approval of agencies throughout the country. In the interests of further perfection of the idea, we will welcome any suggestions for its improvement.

Hearst's International Cosmopolitan
NEW YORK

JULY 1, 1925

Advertising & Selling
FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors: Robert R. Updegraff Marsh K. Powers Charles Austin Bates
Floyd W. Parsons Kenneth M. Goode G. Lynn Sumner Russell T. Gray
John Lee Mahin James M. Campbell Frank Hough, *Associate Editor*

Selling Furnaces by Ringing Doorbells

By A. H. Landwehr

A STORY told by one of our salesmen at a banquet following one of our periodic sales conferences furnishes a good starting point for an understanding of our ideas on selling and sales management. This salesman, whom I shall call Fitch, is a comparative youngster in the organization, for he has been actually selling only since the first of the year; before that he served his apprenticeship with us as a furnace installer, a preliminary training through which all of our salesmen must pass. Being a newcomer, it is all the more remarkable that Fitch has led his division in selling points from the first month; so at the banquet we asked him to tell some stories in order that we might see how he accomplished it.

He said that on the train going to G——, a town in his territory, he fell into conversation with a stranger who was curious about his business and about how he made his canvass; and when he learned that Fitch's method, like that of all of our men, was to ring doorbells, he said:

"Then you better steer away from G——. A lot of second-story men have been operating there, and thugs posing as canvassers have broken in and robbed homes. The police are after them and have warned the women. The first place you go to, probably the woman will call up headquarters and they will nab you halfway down the street."

A. H. Landwehr
Treasurer, Holland Furnace Company

This is a sample of the kind of gossip and rumor and "scare stuff" with which the morale of every salesman on the road is likely to be assailed at some time. Limber backs often bend to it, and the easily-scared are sometimes stampeded before they start. Fitch thanked the stranger but got off the train at G—— just the same. Nevertheless, he took the warning to heart to the extent of going to the chief of police to find out what was what.

The chief proved to be a noncommittal officer who let Fitch talk but said nothing himself. Fitch laid himself out to prove that he was neither a thug nor a second-story man, but on the contrary had a fine product to sell; and being stimulated more than he was chilled by the chief's apparent indifference, he waxed enthusiastic. Taking his miniature model of our furnace from his grip, he showed the chief where the drafts were placed and how they worked, explained why the boiler was economical in the use of fuel, pointed out the patented device for restoring normal humidity to the rooms, showed the grate and other features; in short, in order to prove himself what he claimed to be, he made a corking sales talk. The chief took it all in, and finally broke his silence with this question:

"How much would one of them cost to put into a six-room house?"

To make the story short, Fitch's very first sale in G—— was to the chief of police, and he made it a couple of hours after landing in town. Not only that, but thereafter he had nothing to fear for the remainder of his canvass there. He did a lot of business: where would he have been if he had taken the stranger's tip at face value and

passed up the town then and there?

This story illustrates, for one thing, why Fitch is a top-notcher: he is not the sort to be scared off by a rumor and a guess. It also illustrates the working-out of doctrines we are continually preaching to our sales force.

Having been a salesman or in charge of salesmen for more than a quarter of a century, I have reached the conclusion that few things do more to prevent successful selling than preconceived ideas which are incorrect. Salesmen might be top-notchers, and sales executives who ought to have better judgment, are held back or fail to make the necessary effort, because they know too many things that are not so. Snap conclusions congeal into habits—and habits are hard to break. An unfortunate salesman who fails on two or three successive days to make a sale on calls before ten in the morning, concludes that sales cannot be made before ten; from similar experiences he concludes that sales cannot be made after four in the afternoon; he is certain, partly from experience, partly from hearsay, and partly because his boss thinks so too, that in "hard times" it is impossible to sell anything; he "knows" that Saturday is a rotten day to go after business and Monday if anything is worse; he "knows" a man cannot be fresh for business during the day if he does a stroke or two of work of an evening; he "knows" the method of selling he has always used is best *for him,* no matter what proof there may be to the contrary from some other fellow's experience.

It would not be fair to paint a picture as gloomy as this, if we did not have proof piled on proof to convince us of the happy results which often ensue when salesmen and sales executives are released from such false knowledge and acquire a housecleaning in their mental attitude. We have some basis of judging, for we keep more than eight hundred salesmen exceedingly busy. We organized only in 1906, but in the intervening nineteen years these men have made our company the largest manufacturers and distributors of furnaces in the world. Have they done it by clinging to cobwebs? No; at every step in this growth, as a company and as individuals, we have had to keep remembering to discard our half-baked, our outworn, and our incorrect ideas, and to get the latest facts. Conditions change: so must the methods used to meet them. We freshen ourselves by frequent personal contacts through sales conferences; and when a record shows something wrong with a man, we make it an individual matter.

THE general plan of development of the Holland Furnace Company is to spread from the inside outward, building up gradually and thoroughly as they go. When the territory immediately surrounding the company headquarters was thoroughly developed, the sales force ventured farther afield. New branches were established, and each district was unified under the supervision of a district manager, one of whose duties was to keep in touch with the experiences of other company representatives and thus to keep his men up to date in their selling methods. The company's advertising expanded with the territories. The specimen reproduced here appeared in newspapers in Chicago, where profitable business is now done

When we started, we undertook to sell our furnaces through dealers, because that was how other furnace manufacturers secured distribution. A trial of the plan for about a year convinced us that it would not do for us for several reasons. First, it failed to give the final consumer as complete service as we thought he was entitled to: furnace installing, properly done, is a job for skilled men, and many furnace dealers were tinkers, tinsmiths, or hardware merchants without *special* knowledge of house-heating problems. Second, insecure financial standing often made it impossible for dealers to furnish the kind of unconditional guarantee with which we meant to protect purchasers. And, third, we found we could not rely on dealers for the *intensive* cultivation of sales possibilities that we felt would yield the greatest results in the long run.

Therefore we began creating our own force of local salesmen, and this force—which is still in process of creation—now sells and supervises all installations, while the company stands behind an amply-binding guarantee that the furnace we install *will heat the house.* The excellent results of this policy, which constituted a radical departure in the trade, are evidenced by the fact that never in any year have we failed to

[CONTINUED ON PAGE 40]

A Home for Orphan Annies

By Paul Hollister

"LISTEN," he said, and began to read:

"—For a program for a civic pageant, which would consist of historic episodes from Charlemagne's court to the kidnapping of Mary Pickford, including ice cream and cake. . . .

"—For a program for a reception to Michael Arlen. . . .

"—For a program for a reception to those who were to give the reception to Michael Arlen. . . .

"—For a program for a barefoot dance to be given by Westchester's smartest suburb . . . or Nassau's. . . .

"—For a program for an aviation ball, to be given by a number of reserve ground officers who manage to look out for themselves . . .

"—For a dance-and-social program to be issued by the young men and young women of the Order of B'Gee, one of whom works in the shipping department. . . ."

He is the general manager of a great gown house in Fifth Avenue, and he was moaning about the requests for advertising that parade into his office.

THEY all come in with a "strong claim." They are friends of mine, customers, and friends of customers who brandish important names, and all of them are very much offended when we will not buy space in their pretty programs. I am not averse to donating to charity—and the purchase of such space is nothing less than a donation so far as returns from it are concerned—but there is no reason why I should contribute to the support of a printer and a shabby-genteel solicitor. And there is where more than fifty per cent of my money actually goes, rather than to the charity in whose name it was solicited

"They all come in," he said, "with a 'strong claim.' They are (1) friends of mine, and I can deal with them easily; (2) they are customers, not infrequently the same customers who have alterations made and won't take the gown, or customers who take their own sweet time on credit, or customers who are very agreeable indeed. They assume that their purchase here entitles them not simply to present the case for their program, but to become genuinely offended if we do not buy space. For the most part they are naturally very poor space-salesmen. . . . did I say 'poor'? . . . They are terrible. Then (3) there are the friends of customers, who brandish important names, and they are just a step farther from getting the contract than Class 2. Finally, there are the professional program-space solicitors, and if you can get Mister Hoover to tell me their place in the standardized economic scale, I will pay for your trip to Washington, with incidentals."

Of course any merchant can change the names and places of the programs mentioned and write his own list, with many additions: athletic programs, souvenir bazaar handbooks, free "where-to-shop" dodgers, prep school annuals, non-directing directories, or what have you. Any merchant may, if he likes, total the amount he has paid into such projects in the past five years and ask himself what brand of car the sum would buy him. Or the merchant may save it and have the car.

I suggested to my overheated friend that, since it was July and he had nothing much to do, he note each day on his calendar pad the name of the publication to be issued by each "worthy cause," the amount of space necessary fairly to represent his house without undue extravagance, and the amount of money it would cost.

At the end of the month of July, a relatively quiet month, he had been panhandled for over $6,000. Twelve times $6,000 is $72,000, which is a very dainty appropriation for a Fifth Avenue gown house.

Where did it go?

In the case of the publications solicited by amateurs, the money was divided between the printers and the benevolence, cause, or personal project which furnished the excuse for spoiling white paper. And in no case in his experience has he ever traced profitable sales to program advertising, except where an extravagant woman deliberately came in and bought a thousand dollars' worth of merchandise in order to prove her faith in the pulling power of the medium for which she was selling space.

In most cases, however, the program was represented by a professional solicitor whose average commission was 25 per cent of the gross revenue. If the program returned $2,800, perhaps $900 of it went to the printing, $700 to the

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Sales Manuals That Make Good

Some Points in Producing Them —Determining the Subject Matter

By Will Hunter Morgan

A SALESMAN friend of mine came around to the house for dinner a few nights ago. He arrived direct from his day's work. He has always been rather proud of his barehand technique in selling, and so I was rather surprised to see him carrying a portfolio which was physically just about as big as a salesman's outfit can be without putting a kink in the arm. As there was about an hour to spare before the chicken would be done, I asked him what had happened to win him over to the ranks of the Briefcase Brotherhood.

"I've worked with four houses now," he replied, "but this book is the first one offered me that starts right out with a bang to sell goods. It appeals to the dealer's selfish interest from the very start. Even if he's got only ten minutes to spare, the first few pages will get his interest and start him talking. That's one point about it.

"Another thing is that the whole book runs along in sequence. That seems to me to be a rare quality in sales manuals. So many of them jump from one subject to another without having any connecting bridges. You get your mind and the dealer's mind all flopped up shifting from one section of the book to another.

"And the third big thing about this book is that it tells the whole story almost entirely in pictures. We all know that pictures get a story over better than words. The pictures and graphs in this manual really reinforce my story wonderfully well."

But this article is to be based upon a review and study of many sales manuals. The one case cited simply goes to show that even the greatest scoffer at the value of sales manuals can be made a convert when the right kind of material is placed in his hands. We will simply tabulate here some of the major points to be considered in the preparation of the successful sales manual. The points fall under the three general heads of Subject Matter, Physical Form, and Getting the Book Used. This article will concern itself with the first of these general heads—"Subject Matter."

1. *Show the Dealer His Market.*—The most successful sales manual usually gets to this point in a hurry. It offers the biggest possible approach to the dealer and so gets him in an expansive frame of mind because when the possible market is well indicated, the dealer automatically begins to think about *selling* goods rather than *buying* them. He has lots of objections to buying goods but none at all to selling them.

One simple method of picturing the market is this: Work out the per capita annual purchase of goods of your type. Present it so that there is no possible argument or comeback. Use United States Government figures where possible. If they are not available, get figures from an outside authority on the subject—some person or business paper. One sales manual I have seen opens with a photograph of a man passing a store. The text merely says, "The average man passing your store spends $300 a year for the kind of goods you carry. Multiply that figure by the number of people within easy reach of your store and you know how much business is right at hand."

ANOTHER and fairly common, but always interesting way of picturing the total market is to work it out for cities of various sizes. For example, one tire company's sales manual opens up with a chart showing exactly how many dollars' worth of tires are sold in typical cities of various sizes.

Still other methods might be quoted, but our object here is simply to remind ourselves that the average dealer has no conception of the possible business which passes his door. The sales manual which can present such a picture is almost sure to enlist interest from the very start. The dealer may argue about the accuracy of the statements made, and for this reason any figures given must be absolutely authoritative. When the dealer is convinced that there is no flaw in the claims made he is pretty sure to turn his thoughts in the direction of getting a bigger share of the possible market. And that softens him up for a good selling talk.

2. *Picture Turnover and Profits.*—One manufacturer has ordered his salesmen to discontinue the use of the word "turnover." He sells to dealers of comparatively low grade. He has discovered that at least 50 per cent of them confuse the terms "turnover" and "overhead." With many "overhead" means simply "rent." Turnover, however, lends itself to graphic presentation.

IN the case of one sales manual going to the hardware trade much is made of the slogan, "Get people to see you oftener." Many items carried by the hardware man are slow sellers. This particular item is a quick repeater. On one page a customer is shown buying a lawn mower. The text reads, "The customer who buys only his lawn mowers from you will probably not come into your store oftener than every ten years." On another page a customer is shown buying a saw, the text being, "If he comes in only for saws and hammers you will be lucky if you see him once a year." Then the manufacturer's product is shown on sale with these words, "People buy our goods every month or two. The profit per sale is, of course, much smaller than it is on a saw or a lawn mower. But when you consider the frequency of sale, it is bigger. Average profit per sale, 30 cents. Multiplied by 12 sales per year, $3.60. (That's more than you can make on a saw.) Multiply $3.60 by 10 years, $36. (That certainly beats selling lawn mowers.)"

There you have a graphic way of presenting turnover, and one which rarely fails to get interest and cooperation from the dealer. Its use is valuable in almost any case, but particularly so where dealers are looking at profit per item rather than the yearly profits which they can expect from some lower priced item which sells more frequently.

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Benefiting the Industry by Cooperative Advertising

By Russell T. Gray

COOPERATIVE advertising by competitive manufacturers should not eliminate the possibilities for individual advertising and sales promotion. The Stoker Manufacturers Association, composed of all the leading makers of mechanical stokers, is conducting an advertising campaign that soon starts its third year. This advertising is educational in nature, and is designed to teach the advantages of stoker firing for boilers rather than the old hand-firing methods.

It is not intended that this advertising, which is prepared and paid for by the association, should take the place of any publicity work by the individual members. It is designed, however, to do the general educational work that must be done before *any* stoker can be sold. The individual member then "lies awake nights" and plans his advertising and sales promotion methods to sell his own equipment.

Cooperative advertising presents many opportunities for advertising economy, especially in industrial work. There have been many examples of good work of this kind in the general publicity field, such as the California raisin growers, the coffee campaign and many others, but manufacturers selling to industry have been slow to adopt this method. Why?

One reason is that, because the industrial field is so much smaller, the number of competitors in each line is comparatively small. Each manufacturer is brought into direct —and often bitter—competition with a small number of other manufacturers. This situation does not facilitate good cooperation, which is always the first step in such an advertising program. In the few cases, however, where manufacturers have banded together for cooperative-advertising to industry, some very constructive and tangible results have been achieved nevertheless.

Frequently tangible results are not expected from such work. Some associations realize that advertising serves a real purpose in helping hold the organization together and in developing a friendly spirit among competitors. Good publicity will do all this, of course, but it should not be considered as done at the expense of the more important sales results that should be expected.

The current advertising program of the Stoker Manufacturers Association is accomplishing all this. Magazine advertising is running in only two publications, both reaching the executives in general industrial plants. The member's advertising is keyed to the association work by means of a panel, inserted in each advertisement.

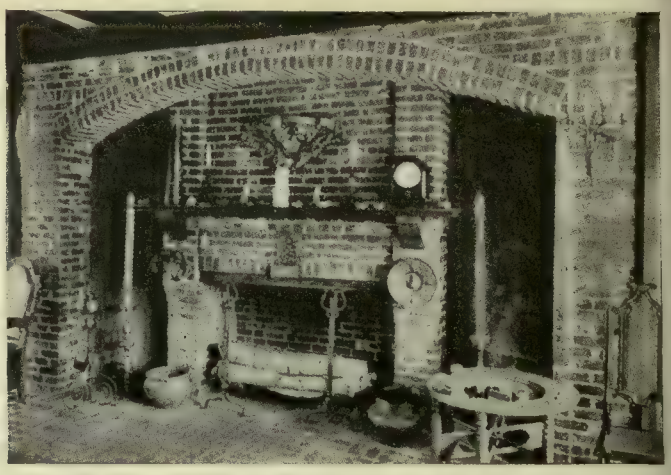
A booklet has been prepared as a part of this program, entitled "Burn Coal, the Basic Fuel," which is an interesting and non-technical story. It shows, first, why the industrial plant should burn coal as a fuel in the power house, and, second, why the coal should be burned on mechanical stokers. Inquiries are answered with this booklet, which has also been sent out to an extensive mailing list. This mailing list is composed of names given in confidence by the various members of the association.

The cooperative idea has been carried a step further in the stoker campaign. A complete catalog was prepared, giving an impartial, technical description of each type of stoker, as manufactured by each member. This catalog was prepared by an outside engineer who had no pre-conceived ideas or prejudices in regard to the various makes. It is complete in detail, but not superfluous. The engineer finds in it a concise, accurate description of the type of stoker he wants. This book is a "Condensed Catalog of Mechanical Stokers."

In the back of each book is a series of post-cards, one card addressed to each member of the association. They are requests for the catalogs of the individual members.

Another kind of cooperative work is that which features the uses of a certain more or less standard product as made by competitive manufacturers.

A good example of the latter is



TYPICAL illustrations from "The Story of Brick," a handsomely gotten-up little booklet offered for a slight charge by the American Face Brick Association in connection with their national cooperative advertising campaign. The chief problem in their case consists of overcoming the belief that a face brick house is far more expensive than a stucco or frame dwelling, and in creating a vast market for the use of brick as against the many other building materials on the market. Building plans are also offered

the advertising conducted by the Portland Cement Association. Cement is cement, and the only advantage that one maker has to offer over another is service. The Portland Cement Association is a sales promotion organization for the entire cement industry. Its advertising features the uses of cement, and the organization has a very large department devoted to sales promotion work. A copy of Portland Cement Association Advertising taken from a recent issue of *Engineering News-Record,* sells the idea of more concrete roads. The copy of the Lehigh Portland Cement Company, taken from that same issue, sells the service rendered to contractors by that company.

Similar to this is the American Face Brick Association. Here brick is, to a certain extent, brick, and the problem presented is that of creating a vast market for the use of brick as against the many other building materials on the market.

The chief problem lies in overcoming the general belief that a face brick house is far more expensive than a stucco or frame dwelling.

National advertising is conducted in many of the leading papers and some magazines of national circulation. These ads along with very effective sales building copy offer a number of booklets published by the association. These booklets are offered at a slight charge—not free.

There is a book of plans, "The Story of Brick," "A Manual of Face Brick Construction," "The Home of Beauty," and several others, offered at prices from 25 cents to a dollar; real works of art and information that are worth every bit of their cost. The prices are based on printers costs; there is no profit and the only reason for the charge lies in the belief that free material cheapens the public and reduces the profitable results. The payment method cuts out the curiosity seeker.

If draftsmen's drawings are desired, the association furnishes them for a slight charge or the customer can take the book of plans and have some local builder make up the drawings from the plans shown. Inquiries are turned over to the local dealers as soon as the general information requested is sent out from the association.

The general workings of the association are in the hands of a committee of two men and a very able, paid working staff. This committee is permanent and the paid staff deals directly with the committee.

Naturally somebody has to pay something to keep the association going. The method of caring for cost is generally the same, particularly where the product sold is more or less standard and made up of measurable units. For instance, the brick people pay so much a thousand, the cement people so much a ton, the clay products people so much a ton, etc.

But where the product varies in its size and makeup, the system must be changed.

In the Stoker Manufacturers' Association the members are divided into groups based on the amount of business done and each group pays so much.

In most cases the general operation is in the hands of a paid staff where the work demands it or in the hands of at least one paid individual as its secretary, based on the theory that a man paid to give his time and thought to the problems will do better than the man who must handle the work as a side issue.

This staff or individual deals either directly with the association or with a committee appointed or elected by the association. In most cases this committee changes with the officers; in a few it remains a permanent staff.

In the case of the Stoker Manufacturers' Association, the agency deals with the executive committee, the president, secretary, etc. In the case of the Foundrymen's Association the agency deals with the secretary.

An entirely different type of cooperative publicity is that which advertises a group of non-competitive products to a common industrial field. For instance, six different manufacturers of powerplant equipment, each non-competitive with the others, have combined their house-organ efforts. Each of these six pays a sixth of the cost, and they publish a sixteen-page monthly magazine with a circulation of twelve thousand copies. The mailing list is composed of the customers of each of the six owners of the magazine. The customers of one manufacturer are the prospects for the other. A post-card is included in each issue which brings back the catalogs of any of the six manufacturers. Now in its fourth year as a cooperative house-organ, it is a decided success.

What Will Be the Newspaper's Next Move?

By Charles W. Mears

MEASURED in dollars, the newspaper is America's greatest advertising medium. Every day, 365 days in the year, merchants and manufacturers pour their advertising money into the newspaper's very flexible pages. Due to advertising patronage, the Sunday newspaper bulks like a mattress, and many a week-day issue needs a seasoned porter to convey it from place to place. Circulations have flourished, too, and, necessarily, advertising rates have advanced—not shockingly, but nevertheless noticeably.

Advancing prices, ever a threat to the advertiser's prosperity, are causing some advertisers to inventory anew the discernible values of newspaper advertising space. On the credit side are volume of circulation, class of circulation, and known responsiveness. On the debit side are the rates charged, the growing bulk of the single copy, and the volume and sort of advertising with which anyone's copy must compete for attention. All these are vital elements.

Rates alone are no obstacle if a newspaper shows adequate responsiveness. It is not what a thing costs that really counts: the big determining factor is the profit you make on your outlay. And when responsiveness appears to diminish, the fat is more or less in the fire.

Among department store advertisers, who are the newspaper's greatest users, the complaint is current and increasing that newspapers are not producing returns as readily as in years past. No hasty review can place responsibility for this at any one man's door. Perhaps the department stores have overplayed their hands, shouted their bargains until the buying public is weary of the din, and spoiled their own game. If so, they will sooner or later come to their senses, for no department store ever advertises just to see its name in print or to compile specimens for its book of clipped advertisements. In a department store, as nowhere else, results count—and nothing else matters.

Charles W. Mears

When any question arises as to the merit of a medium as a producer of results for advertisers, my judgment is that the person who should be most concerned about that question is the medium's publisher. One department store more or less need not worry a newspaper publisher.

NEWSPAPERS have been known to lose big advertisers and still to publish profitably. Indeed, it might be an excellent thing for some newspapers to lose their heaviest advertisers—for then at least publishers would begin to think how to make their newspapers better mediums for advertisers to use.

And how better?

In any manner that will give every advertiser a better chance to get results.

That objective is no small undertaking. It cannot be won in a minute. It will require some study. And if it is to be won the men who are selling newspaper space must become more than sellers of space by becoming teachers of sound advertising principles.

For illustration, let us jump into an entirely different field. The Burroughs Adding Machine Company sells devices for which there never was a spontaneous demand. Practically every sale has required salesmanship. And yet the success of Burroughs is not in the least due to salesmanship of the flippantly called high-powered type, but to salesmanship that understands the purchaser's problem better even than the purchaser himself understands it. Burroughs men know bank accounting better than bankers know it. They know grocery store accounting better than grocers know it. They understand garage accounting better than garage owners understand it. It is safe to say that Burroughs men are responsible for greater advances in accounting practices—advances that save time and money and do the work more completely—than is any other group of men in America.

Burroughs people didn't learn accounting because they wanted to, but because they had to. They were forced to be wiser than accountants at large in order to sell Burroughs machines. And the success of the Burroughs business is ample proof that the Burroughs way of doing business is practically irresistible.

Thus far newspaper publishers have not adopted the Burroughs point of view. Big advertisers do not as a rule seek advice from newspaper space salesmen, and the type of advice that little advertisers get from them is seldom fundamental. Indeed, newspaper publishers usually feel that they are purveyors of space, sellers of a chance to meet a certain reading public, and that the manner in which the advertiser meets that public is somebody else's affair. Some newspapers, it is true, conduct service bureaus, where copy is written and art and layouts are prepared for the small advertiser, but practically every newspaper is only too glad

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IF you ever stood in the crowd of messenger boys around an excavation and watched (on the company's time) the shovels at work, you have been attracted by the very image which the Owens Bucket Company is using so properly in its business-paper copy. If the Owens Bucket Company and other special-market advertisers don't watch out, the advertising pages of the business papers are going to be as human as the people who read them, for there is an increasing tendency to regard the trade-paper reader as a normal, golfing, two-legged voter and baby-rocker, whether he happens in his professional life to be Superintendent of the Analgesic Dechlorinating Division or one of the *grand guignol* of terror-strikers ambiguously known as Technical Men.

Is There Shortsighted Use of Overlapping Circulations?

This Observer Believes That There Is a Valuable Asset in Duplication Which Is Being Wasted Through Wrong Handling

TO THE EDITOR:

IT is with due and proper temerity that I presume to bring an advertising topic up for consideration before an audience of those who have delved far deeper than I into the mysteries of advertising and have invested in its tangibilities and intangibilities far more dollars than have yet been charged to the advertising account of the company of which I am the responsible executive.

I waive all claim to consideration on any basis of a personal pretense to authority on matters of advertising practice, and appear before the High Court of Advertising solely as a layman with a certain thrift-loving, efficiency-worshiping slant of mind.

As a reader of your advertising messages and as a purchaser, actual and potential, of your advertised wares, I am conscious of a waste permitted by the larger users of advertising. That waste is the target of this communication.

Specifically, I refer to the manner in which groups of magazines are utilized by the larger national advertisers.

It so happens that my family and I are active readers of magazines. Each month into our home come, on subscription, six publications of general appeal—a weekly, a literary monthly, a review monthly, a fashion magazine, an art-and-society publication and a magazine devoted to topics of home decoration. In addition, on an irregular schedule, my wife and I are news-stand buyers of other magazines of varying editorial treatment and, from week to week, are exposed to the advertising columns of others on club reading tables and in the homes of our friends. Our selection apparently proves us a "Typical Customer" for many commodities, particularly of a quality or luxury character, because so many advertisers of such goods are represented in more than one of these magazines which we read.

Right there the elements of waste which I criticize become evident.

Assume that in January we decide to get a new car in the very near future. (The same truths hold good for many types of commodities —the automobile is selected simply as a convenient example.)

Obviously, we immediately become actively interested in automobile messages—perhaps for the first time in five years. We nurse a budding interest in, let us say, the "Vindix," which advertises in three of the magazines to which we subscribe.

Superficially it would seem from this triple appearance that the Vindix advertising was vigorously on the job, johnny-on-the-spot, with a three-magazine-power assault on our pocketbook.

The actual answer is—*yes* . . . and *NO!*

WITH our appetites whetted for Vindix facts and information, we look eagerly at each Vindix advertisement which meets our eyes.

But what good does our effort do us?

We only find that all January Vindix advertisements are one and the same. The same picture, reproduced in different page dimensions, the same copy, occasionally pruned to squeeze artistically into the smaller pages—the same thing repeated thrice. Disappointed, even irritated, we turn the page on the offending repetitions.

Instead of coming to us *three times* with *three* different views of Vindix cars and *three* assortments of Vindix information, each supporting and supplementing the other appearances, Vindix is apparently quite content to reach us only once. It appears wholly willing to toss the asset of the other two opportunities out of the advertising department window.

"Vindix," of course, is an imaginary example, but the policy ascribed to it is one actually followed by scores of flesh-and-blood advertisers.

It is very nearly impossible for me to assume that the sales-executives of these great institutions could not fashion in each month three compelling displays and three messages sufficiently varied in phrasing to justify three readings. One of two other reasons must, I judge, lie behind this policy of triplication of a single unvaried message.

Either they assume that the degree to which circulations overlap is so inconsiderable that instances such as the one I describe are best ignored, or they believe that the cost of three pieces of art—three sets of engravings and three jobs of composition—is too high a price to pay for the asset of varied messages where duplication is present.

I grant that this latter consideration governs my own decision in many instances where my own company uses space in two business papers of parallel circulation. However, in the latter case, the ratio between mechanical costs and space rates is not comparable with the same factors in publications of general interest and high circulations. At times I approve mechanical production costs up to 75 per cent of our space investment. In contrast 10 per cent to 20 per cent is, I understand, considered an adequate allowance for mechanical costs for general advertising.

AT this point my mathematical slant of mind always attempts to work out an answer to the question by cold arithmetic.

The problem is—*How much duplication of circulation must exist before the extra mechanical production cost is justified?*

Were I an advertising practitioner, I believe my rule-of-thumb answer would be: "Whenever the cost of the extra mechanical production is less than 15 per cent of the cost of the overlapped circulation, the extra expenditure is a sound investment." (If my mechanical allowance was established at 20 per cent of space cost, then 20 per cent would apply in place of 15 per cent.)

For example, if three magazines, A, B and C, costing, respectively, $5,000, $3,000 and $2,500 a page, are

on a schedule, and it is reasonable to estimate (or has been proved by sufficient investigation) that B overlaps 15 per cent of A while C overlaps 8 per cent of A, then I would figure that the overlapping was costing $750 plus $400, or $1,150 in toto, and would feel well justified in producing a second advertisement, to appear in B and C. I would feel no hesitation in considering an audience costing me $1,150 as worthy of that much attention.

As a matter of fact, however, no such complicated calculations are required, if the question is considered from a slightly different angle and plans are laid so as to take care of this other viewpoint.

Earlier in this letter I described the sensations of disappointment, or even irritation, of a prospective purchaser when, desirous of getting information from a specific advertiser or about a specific advertised subject, he finds that all the current advertisements identical in content.

Not all of the readers represented by the overlapping of two or more circulations can be assumed to be immediately and actively interested prospects. Since this is true, I see how it can be forcibly argued that the extra mechanical expenditure involved in publishing different messages is not justified even by such hypothetical figures as those given before.

Nevertheless, this fact remains, high and dry above all the wash and counterwash of argument: the ac-

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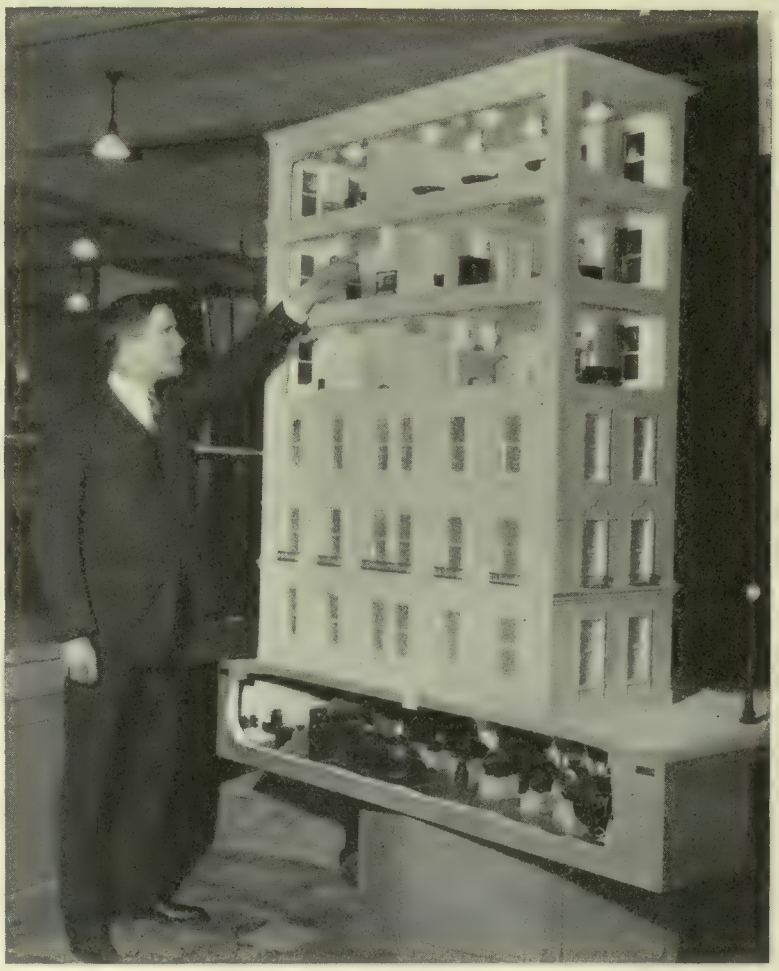
Demonstrating in Miniature



IN planning the Westinghouse Electric & Manufacturing Company's exhibit at the first Architectural and Allied Arts Exposition in New York, the sections of the sales and advertising departments handling sales in the building fields were confronted with the necessity of displaying a half hundred products, ranging in size from motor generator sets, elevator motors and restaurant ranges to fans and automatic irons. Merely to display them properly would require 6000 or 7000 feet of floor space, while to show their actual operation would require a complete building, as the company manufactures such a wide range of electrical products that these products include practically every electrical apparatus used in equipping any fair-sized building.

As it was desired to gain the greatest interest possible through showing the actual application of the products, a model six-story apartment building was designed and equipped with replicas of each of the different pieces of apparatus. A complete lighting system that worked, using six-volt lamps; elevator that operated; ventilating fan that turned slowly enough for the visitor to see the small blades; electric ranges with tiny thermometers actually graduated; an electric iron three-eighths of an inch high, were included in the 112 models of Westinghouse products housed in the building, which was constructed on a scale of one inch to the foot. Of the replicas, about sixty were duplicates.

The model was designed to show the best features in building practice and the elevator, lighting, ventilating systems and similar features were designed by specialists in these various fields. The basement wall was cut away on one side to show the motor generator set for converting power in the building, transformers, switchboard, and other machinery and apparatus. The wall was cut away at each of the three top stories, also, showing typical apartments, equipped with Westinghouse ranges, glow heaters, lighting fixtures, toasters, percolators, lighting switches, and other apparatus. A public dining room also was shown on one of these top floors, equipped with commercial cooking equipment, motor driven dish washer, and ventilating fans, made by the Westinghouse company.

The model is completely equipped electrically with Westinghouse apparatus, thus providing an object lesson to drive home to the architect and builder the fact that Westinghouse line is a diversified one, and includes practically everything electrical they can use.

Although constructed for the New York show, the model proved so popular that it was scheduled for exhibition at the convention of the National Building Owners' Association in Cleveland and a dozen sectional and local exhibitions.

THE · EDITORIAL · PAGE

The Rise of Installment Selling

MR. T. E. DAMM, advertising manager of Devoe & Raynolds Company, Inc., is authority for some interesting figures regarding the growth and popularity of installment selling.

According to figures which he has collected, 95 per cent of all automobiles, pianos and phonographs distributed in this country are sold on a time basis. Of radios, 80 per cent; vacuum cleaners, electric washers, stoves, ranges, refrigerators, kitchen cabinets, etc., 75 per cent. Studebaker and Packard report 91 per cent and 71 per cent respectively of their cars were sold during the past year on the partial payment plan, while another authority advises that 95 per cent of the world sales of the Singer sewing machine were conducted on the same basis, as was the same percentage of National cash registers. Manufacturers of the Hoover vacuum cleaner estimate that their sales volume would be cut in half should they discontinue their installment payment system which now accounts for 86 per cent of their sales. The Cribben & Sexton Company, manufacturers of Universal stoves, not only insists that their dealers use the partial payment plan, but requires that they advertise it locally.

Figures, according to Mr. Damm, go further and disprove the claim that installment buying is undermining the economic structure of the country and that it is causing American families to mortgage their futures. The National Automobile Chamber of Commerce reports losses of only 18/100 of 1 per cent on partial payment contracts, while 29 per cent of all payments are made in advance of the date of their maturity and only 35/100 of 1 per cent are thirty days past due with 19/100 of 1 per cent running sixty days past due. The Aetna Finance Corporation claims that it has not had a single partial payment case in court for the past three years. The American Radiator Company, which has been financing its own time payment paper, reports a reduction in prices this year as a result of greatly increased sales on products sold on time.

"Automobile dealers," continues Mr. Damm, "who do not make use of time payments are being forced out of business by those who are." Judging by these figures there can't be very many of them to force out—or of piano or phonograph dealers, either.

The Printing Press and Common Sense

THE officers of a certain industrial concern thirty-odd years old expressed themselves a few months since as not "believing" in advertising. "We have advertised off and on, but we never felt that it did us much good," said the president.

It developed, last month, when a new sales manager took charge, that this company had been run at such loose ends in a sales way all these years that it had not even such a thing as a mailing list of its customers and prospective customers. It had never attempted to say anything directly to all of its customers and prospects, and actually did not know who or where they were! It could not even make an intelligent selection of mediums for advertising broadly to its market, for it had never even analyzed its business by industries.

Under a new sales regime, this company will presently really "discover" advertising, after more than thirty years of "trying" it. But the real discovery will be that advertising isn't advertising at all, but simply the application of the printing press and common sense to the problem of building a business!

The Vigilance Idea

THE latest bulletin sent out by the National Vigilance Committee of the A. A. C. of W. emphasizes the purpose underlying the vigilance movement.

The bulletin announces the Federal Trade Commission Order directing F. W. Dobe to cease and desist from making false claims in advertising his correspondence course in mechanical drawing. We quote a paragraph from the Vigilance Committee's bulletin.

> The National Vigilance Committee has repeatedly warned Mr. Dobe and other authors of advertising copy for correspondence schools against falsely representing themselves to be engineering works, electrical plants, traffic organizations, employment agencies, or accounting services—anything and everything excepting the educational institutions which they are in fact. It has opposed the advertising exploitation of drawing sets, reference books, tools, or instruments, offered as "free" bait for courses which should be sold on such merits as they may have. It has checked up and proven the extravagance of claims of salaries and wages, promised or implied, in occupations wherein such pay is rare. It has urged that extravagant promises of remunerative jobs, which seldom materialize, *seriously threaten the future of education by correspondence.*

It is the last sentence in this paragraph which emphasizes the philosophy of the committee's activities. Its work is not carried on for the sake of punishing dishonest advertisers, but, as expressed in its declaration of purpose: "To create maximum public confidence in advertising by making all advertising trustworthy."

It is this positive angle of vigilance work that should commend it to every advertiser and enlist his hearty support, both moral and financial.

American Consumption Potentialities

THE enormous consumption potentialities of this great country strikingly brought out by figures published in a bulletin of the Periodical Publishers' Association. "The average person now eats 60 oranges and 17 lemons in a year," says this bulletin. "If this average person can be persuaded to eat one more lemon and one more orange each year, a new market will be created for 850 carloads of lemons and 1,500 carloads of oranges annually."

That advertising can bring this about is pretty definitely proved by the fact that largely as a result of the effective advertising done by the citrus fruit industry, the supply of California citrus fruit has increased 135 per cent during the past twenty years, while the American population consuming it has, according to the bulletin referred to, increased only about 36 per cent.

Consistent educational advertising carried on over a period of years may be depended upon to develop a consumption volume of amazing proportions.

Increasing the Unit of Sale to Make Selling Easier

By Ralph K. Wadsworth

PROBABLY the most discussed problem among manufacturers today is that of decreasing selling costs and securing more net profit from their present sales. The average manufacturer may be doing a satisfactory volume of business, but he is not making the profit he feels he should. He cannot afford to raise prices because competition is becoming keener every day. Labor, selling and advertising costs show no signs of immediate deflation. Evidently the solution must be in another direction.

Some business men are finding the answer in increasing their unit of sale. It costs little more, if any, to handle an order twice the size, and the selling expense does not increase in proportion. You not only make an additional net profit on the added amount sold, but you make a larger proportion of net profit than previously.

Among the larger mail order houses this principle has become well established and is carefully applied. In at least one case it was the salvation of a department.

Some years ago Sears Roebuck saw an opportunity to develop a large grocery business by mail and installed a grocery department. They had little difficulty in obtaining volume sales, but the matter of net profit became a serious problem. Season after season showed in the red and they were about ready to give up the grocery line.

Finally, as a last resort, a number of radical changes were made, the chief among them being an increase in their unit of sale. Instead of quoting cans of tomatoes, for example, at so much per can, they were advertised at six cans for a price. In some cases the unit was put at three cans, but this will serve to illustrate the principle that was applied drastically throughout the grocery line. The response was immediate and the ensuing season lifted that department from the red.

There is, of course, a limit to which you can apply this principle and sometimes the reverse is true. Some businesses have found that a smaller unit has produced enough increase in volume to justify such action. But like everything else, it can be over-done and an examination of your own line may disclose this fact in many cases.

One successful application of the principle of increasing the unit of sale was made by the writer in one of Montgomery Ward & Company's catalogs, as illustrated in this article. For several seasons this mail order house had disposed of large quantities of aprons by offering an assortment of styles at one price in their sale catalog.

While examining a number of orders coming from their sale flyer, in several instances I noted women ordering two and sometimes three aprons at a time. Evidently the price represented such a bargain that they were anticipating their future needs. Also the amount involved was so small they could easily afford to add another garment to their order.

If they were doing this of their own accord, why not offer a special inducement to them to order two or more at a time?

Accordingly, this was done in the next catalog. In setting the new price we took a number of factors into consideration. First, it cost no more for an order clerk to wrap up two aprons. Second, the advertising or selling cost remained the same. So we figured we could well afford to share some of the gross profit on the second apron as an added inducement to our customers.

The result was a complete success. Fifty per cent of the orders coming in were for two aprons, and there was no appreciable decrease in the number of orders as compared with the previous year when the sale was run on one apron alone. Increasing the unit of sale on this item actually made selling easier, for the cost of sale became approximately one-third less.

This principle of selling in larger units is widely applied today by the larger mail order houses. Looking in this season's Bellas Hess catalog or that of the National Cloak & Suit Company, you will note this idea

[CONTINUED ON PAGE 52]

BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn
INCORPORATED

An advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
W. R. Baker, jr.
Frank Baldwin
Bruce Barton
Robert Barton
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
Arthur Cobb, jr.
E. H. Coffey, jr.
Francis Corcoran
Margaret Crane
Thoreau Cronyn
Webster David
C. L. Davis
Rowland Davis
W. J. Delany
W. J. Donlan
Ernest Donohue
B. C. Duffy
Roy S. Durstine
G. G. Flory
R. C. Gellert
Geo. F. Gouge
Gilson B. Gray
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Clara S. Hawkins
P. M. Hollister
F. G. Hubbard
S. P. Irvin
Henry S. Jones
Charles D. Kaiser
Dorothy Kenney
R. N. King
D. P. Kingston
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
Harford Powel, jr.
T. Arnold Rau
R. C. Shaw
Winfield Shiras
Irene Smith
H. B. Stearns
John C. Sterling
J. Burton Stevens
William M. Strong
D. B. Wheeler
C. S. Woolley

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

What Is Wrong With Retail Advertising?

By William Nelson Taft

EVERYWHERE—in New England, in the Middle West, in the eastern states and on the Pacific Coast—the story is practically the same. Retail advertising, as a whole, is not pulling as well, is not obtaining results comparable to those which it secured ten or even five years ago, in spite of the fact that newspapers are being more widely read than ever before and many of them are boasting of circulations beyond their wildest dreams of only a few years back.

Something *is* wrong with retail advertising and that "something" can be explained in two very brief phrases: First, retail advertising is not being read as thoroughly as it used to be; second, the same degree of confidence is not being placed in retail advertising as formerly was the case.

It is not to be expected that these broad, blunt statements will apply equally to every store of every type throughout the country, because there are, of course, some retail organizations whose advertising forms the exception to the rule in that it is being read, being believed and is achieving results. But, speaking generally, there is no questioning the fact that the great majority of retail copy is being glanced at and passed by and that, even if it is carefully read, the reader has reservations in her mind as to its truth. (I say "her" mind because statistics show that women either purchase or are responsible for the purchase of 87 per cent of all the goods sold through retail stores—even a large proportion of the sales in stores which cater strictly to the male element being dictated by feminine whims and feminine preferences.)

Possibly the greatest reason why retail advertising is not being read is because it is too stereotyped in style. So far as any difference in appeal or copy-interest is concerned it might all have come from the same office—almost from the same copy writer. A line cut of some kind—a big, splashy circus-type mention of price, a meaningless phrase or two about style and possibly a reference to a sharp reduction from the previous figure—and there you have the average retail advertisement which is expected to bring in crowds of people desirous of purchasing an article which may or may not conform to the all too vague specifications in the copy.

Pick up any newspaper which carries even a fair amount of retail advertising and go through it with an eye of one who is looking for clothing, furniture, shoes, underwear or any other article of the thousand and three items which are needed by the average person at practically all times, and what do you find? An-

[CONTINUED ON PAGE 68]

How big is Macy's? One Englishman knows

"Do you know," asked the visiting Englishman suddenly, "what a pedometer is?"

We didn't. He revealed that it's a mileage indicator. Carried in the owner's watch pocket, it tells him how far he has walked.

"To tell the honest truth," he continued, "I discount most Yankee tales of bigness—big buildings, big business, big trees, big fish. Hearing that Macy's is the biggest store in New York, I took my regular mental discount.

"And when I first saw Macy's, from Herald square, I thought: 'Right you were. It's not large, imposing or important.' But then I went in, and walked through its long aisles. We English are mighty walkers. I visited each floor and department once; I made no second visits. And now I'm going to see how far I did walk."

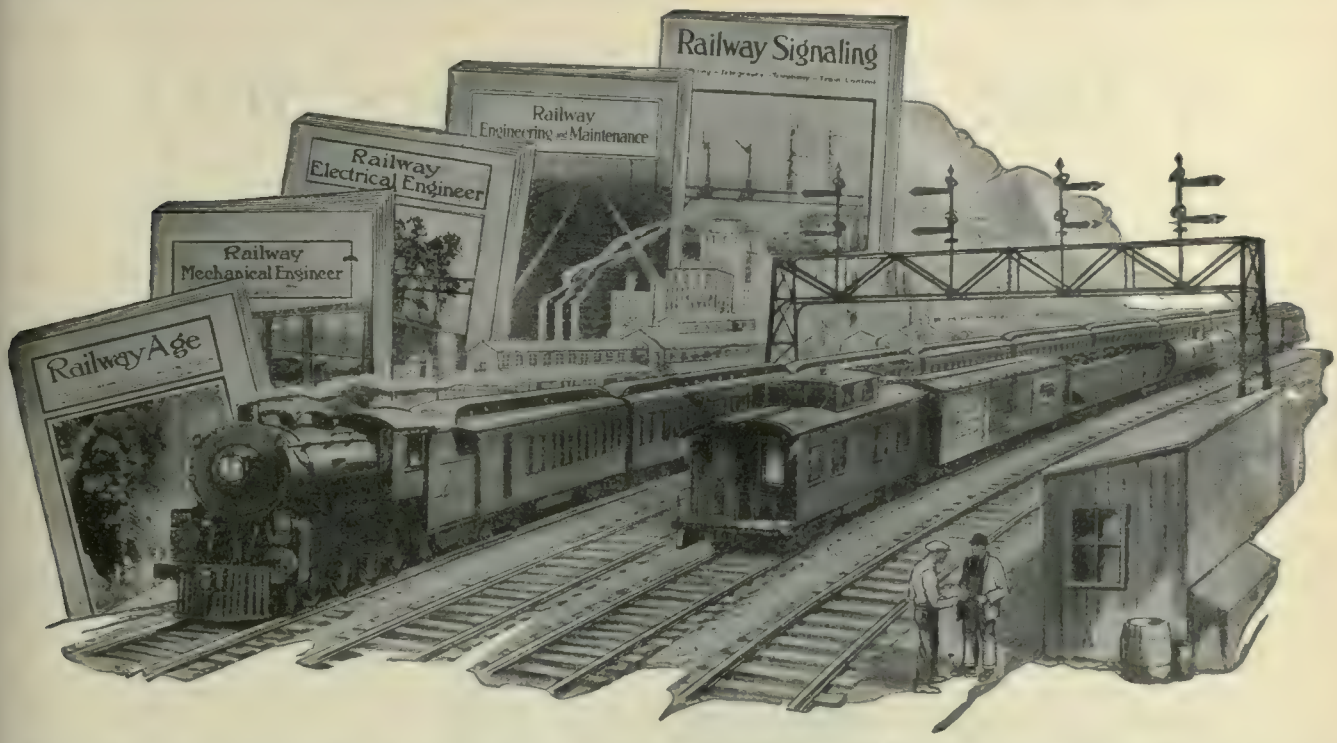
He hauled out his pedometer; and we waited for his reading of it.

"Seven and a half miles," he said—and had the grace to blush.

Copyright, 1924, by R. H. Macy & Co., Inc., 34th St. & Broadway

COPY that is different. No splashy circus-type mention of price, no meaningless phrases about style that have grown old and lusterless through constant use by stores of every class in a hundred cities of different sizes. This type of copy is designed rather to build permanent prestige and good-will than to attract attention to any specific merchandise. Its success has been marked.

[Portions of an address delivered at the Second District Convention, Associated Advertising Clubs of the World.]



Intensive Coverage of Railway Industry Through Departmental Publications

You wouldn't expect a railway president or any other operating officer to read articles on intricate engineering problems. He wants to keep posted on such railway activities as affect efficient operation, and as an appropriating officer, he deems it necessary to be familiar with the economies of railway appliances. So he reads the editorial and advertising pages of *Railway Age,* which deal with the major problems of economics and railway operation without going into those details which are only of interest to his engineering officers.

His engineering officers, on the other hand, are vitally interested in engineering details. But engineering activities are divided into four distinct branches of railway service—branches which, figuratively speaking, "Don't speak the same language." Consequently, the type of publication each engineering officer reads must discuss engineering problems from the viewpoint of his department.

So the Railway Service Unit, therefore, consists of the five departmental publications—*Railway Age,* which is a weekly journal for railway executives, and four monthly engineering publications, each effectively reaching a distinct branch of railway service.

Simmons-Boardman Publishing Co., 30 Church St., New York
"The House of Transportation"

Chicago: 608 S. Dearborn St. Cleveland: 6007 Euclid Ave. Mandeville, Louisiana
Washington: 17th and H Sts., N. W. San Francisco: 74 New Montgomery St.
London: 34 Victoria St., S. W. 1

The Railway Service Unit

A.B.C. *Railway Age, Railway Mechanical Engineer, Railway Electrical Engineer*
Railway Engineering and Maintenance, Railway Signaling A.B.P.

The "Impossibilities" for Advertising

By Arthur W. Sullivan

A SHORT time ago there was an epidemic of articles in the advertising press to the effect that advertising, as never before, must prove its worth, demonstrate its productiveness, justify its existence and so on. Quite a few titled citizens took their trusty Duofolds in hand to urge that advertising be held properly responsible for all of its sins.

The slogan of some critics seemed to be—"When sales go wrong, blame the advertising." They forgot that advertising can never make up for feeble and ignorant selling. They forgot that the advertising force for sales can go only so far; beyond that point the human sales force must carry on to the final consummation.

It is true that selling is a tougher job today than it ever was. And it is equally true that advertising has got to prove its worth and justify its existence as never before. But advertising cannot be expected to do both jobs.

This idea never grew by itself—that you can leave the sales job to the advertising; that advertising is the panacea for sales troubles. Someone started that idea. The men who sowed the wind and will reap whatever whirlwind there may be, were the agency men. They—and the media men—are the ones who, in the past, have promised the impossibilities for advertising. They are the ones to whom, until recently, "truth in advertising" stopped short of advertising solicitation.

Perhaps, after all, it is a salutary thing that the agencies have worked themselves into this awkward position. For, sooner or later, the agencies will realize it is not advertising in the abstract so much as the specific character of their own service, which is on trial.

How is an advertising agency to demonstrate that its service is productive and worthy of its hire? Is the preparation of advertisements (that is, the visual presentation of advertising) a sound basis on which to judge an agency's service to a client?

Arthur W. Sullivan
Vice President, Joseph Richards Company, Inc.

Were there any production formula that satisfied every advertising requirement, we would have the answer at once. But common sense and cold experience tell us that there is no such formula—that one style of advertising presentation produces results for one kind of product and another style of presentation produces results for another; and they are not interchangeable.

THEN, too, keen competition is producing better and better advertising. That is only natural and as it should be. But the ultimate point of excellence has not yet been reached. Probably it never will be reached. If that is a reasonable assumption, then advertising presentation never can become the be-all and end-all of the advertising agency's responsibility.

There is another side—a risky side—to this picture. You convince your client that advertising presentation is the answer to his problem. You establish a style of copy for him. It is the best your shop can produce. Thereafter the only basis upon which you are judged is copy. And each new advertisement carries the potential threat of a crisis because its appeal to the client is the primary index to your security.

Along comes another agency with what, in the client's opinion, is a more effective advertising presentation. If he changes agencies that is your fault because you have taught him that copy is the answer to his problem.

Let us go a step further. Shall we judge the value of an agency's service by coupon returns from advertisements?

In mail order advertising—yes.

But it is common knowledge that coupon returns from general advertising are never a true guide to the value of a medium and seldom to the sales-productiveness of copy. Coupons may be indicative and they are always interesting but, in general advertising, they are rarely conclusive.

A well known research man recently made an exhaustive study of coupon returns from general advertising as to media and effectiveness of copy. At the end of several months be threw up his hands and confessed that he was more fogged than ever on the whole subject.

No, you cannot bind advertising agency service to any such Procrustean bed.

Business is still in troubled waters. The past 5 years have been years of stress and strain in every sales organization. Conditions have changed over night from good to bad and from bad to worse and then back to good again. Few industries, indeed, have settled down to normal progress.

It is the ability to survive emergencies and exigencies of this kind that determines a successful or unsuccessful business. Aside from so-called general conditions, many a sudden shift may throw marketing plans out of gear. A new competitor enters the field and rips it wide open; or a safe old competitor comes to life in most alarming fashion; prices change; discounts change; you lose 3 or 4 good distributors over night, leaving valuable territories wide

[CONTINUED ON PAGE 43]

The l.d.c.i.A.

SELLING the New York City market, without mystery or megalomania involves a simple arithmetical equation:—Enough concentrated advertising applied to the six million population to create enough demand to move your product through the major portion of your total possible retail outlets Once a tremendous, expensive undertaking, but easier, simpler, and much less costly today with the l.d.c.i.A.! The *L*argest *D*aily *C*irculation *I*n *A*merica is not just a publisher's slogan, but an economic fact a new money-saving merchandising mechanism of unrivaled power for the national advertiser in New York City CONSIDER News circulation per New York retailer: The Daily News* alone affords 77 copies for every one of New York City's 10,048 independent and chain grocery stores 261 copies for each of the 2,984 drug stores 364 copies for each of the 2,139 dry goods stores and 477 copies for each of the 1,741 hardware stores Each copy of the Daily News averages more than one reader, and usually a family These New York City retailers serve more people and families per store than retailers elsewhere To reach as many of their prospects as the Daily News covers requires the next four morning papers Remember, too, the small News page magnifies your message Get the facts!

Have You read TELL IT TO SWEENEY? Write for the series on your business letterhead.

THE NEWS

New York's Picture Newspaper

25 Park Place, New York
Tribune Tower, Chicago

* City circulation daily for May, 778,868; total 902,903

Written by Our Readers

Should the Railroads Be Labelled "Unprogressive"?

SIMMONS-BOARDMAN PUBLISHING CO.,
New York, N, Y.

June 16, 1925.

TO THE EDITOR:

In the Feb. 25 issue of ADVERTISING AND SELLING FORTNIGHTLY you "panned" the railways in your E. O. W. item entitled "Progress." We are referring to it at such a late date because we have noticed the cumulative effect of one publication after another giving the impression that the railways are not progressive, and we feel confident that you stepped off on the wrong foot in your remarks.

The first part of your remarks, you will remember, purported to be a quotation from an article from the *Saturday Evening Post.* You erred, not seriously, it is true, in not noting that the quotation from the *Saturday Evening Post* was a quotation in itself; that the words were those of an inventor giving his opinion in an interview to the writer of the article. The inventor was very likely correct when he told his interviewer that "anybody who invents anything for railroad use is making trouble for himself." He was wrong, however, when he said: "I doubt if there is another great business in this country that can be compared with the railroads for disregard of new ideas." The seeming inconsistency is readily explained. It is not the unprogressiveness of the railways that makes most inventors' problems difficult. It is the magnitude of the railway industry —an industry whose expenditures in prosperous years for materials and supplies are in excess of three billion dollars. You must realize, therefore, that selling to the railways is not as simple as sitting on the doorstep waiting for the president to come out and give you an order.

But why is it apparently so difficult to sell to the railways? First, bear in mind that the railways manufacture, not commodities, but transportation. And the most important tools the railways use in manufacturing transportation are cars and locomotives. Other tools are, of course, essential and actually represent an enormous investment, such as roadway, structures and repair facilities. Who manufactures the commodities the railways buy? The answer is . . . the car and locomotive manufacturers, the makers of car and locomotive appliances, the manufacturers of track specialties, the manufacturers of building materials and the machine tool builders. These people know how to sell to the railways and the fact that they have done a prosperous business shows that the railways are not unprogressive, as would be indicated by Mr. Inventor's indictment. The inventors in the railway field who have made a success—and I, personally, know many of them—have marketed their products through the railway supply companies and thereby sold to many railways instead of to one.

Improvements in the technical end of railroading are not obvious to the "man in the street" nor to the man in the Pullman car. You express the belief with reference to the "Limited" between Chicago and New York that "not in a generation has there been a single improvement worth mentioning." Apparently you forgot your previous reference to electric lighting—a mighty big improvement indeed over the inadequate and dangerous oil or gas lighting. You forgot that 30 years ago you could not have traveled between New York and Chicago in a steel car. You did not know that 30 years ago your train would not have run on one hundred and thirty pound rail, placed on creosoted ties, set in ballast, hammered into place with a pneumatic tie tamper. You probably rode this time, as you could not have done 30 years ago, behind a one hundred and eighty ton locomotive, made more powerful and efficient by a superheater, a brick arch, a feed water heater, a booster, an automatic fire door, a power reverse gear, a mechanical stoker, etc., through a continuing range of possibilities. Thirty years ago the road you traveled on was not directed by automatic block signals, its locomotive did not have an electric headlight—in fact, its cars were not even vestibuled. These are all the results of inventions and some the result of a series of inventions. It is especially true in railway devices that a feature which appears as a single improvement is oftentimes a combination of hundreds of inventions.

Since your remarks were based on your ride on a "Limited" train, evidently they were directed at the Pullman car.

Some of the improvements adopted by the Pullman Company in the last thirty years are: all steel cars; electric lighting; a vapor method of heating, replacing that of hot water and high pressure steam; a circulating drinking water system which overcomes the objection of having ice coming in contact with drinking water; solid wheels, replacing steel tired wheels; dental bowl; mirror in upper berth; divided berth curtains; safety ladder; floor light; improved draft gear; window sash ventilators; safety locking pin for locking truck to body; new truck and equalizer; safety razor blade receptacle; dressing shelf in men's washroom; icing water coolers from corridors; shoe servidor; four tread step; new style seat ends; increase in length of berth from six feet to six feet two and three-quarter inches, and an increase of three and one-half inches in the height of the lower berth when the upper berth is lowered. These facts, I believe, will demonstrate that the "Pullman Car" has improved considerably during the past thirty years.

Very truly yours,
H. B. BOLANDER,
Promotion Manager.

Replying to a Hotel Manager's Criticisms

Boston, June 22, 1925.

TO THE EDITOR:

I have read with a good deal of interest the article on page 80 of your June 17 issue, entitled "Orange Juice and Canada Dry," in which a hotel manager, whose name is not given, expresses himself plainly upon the subject of conventions. I showed this to a friend prominent in the business world and his statement was, "Well, I believe he is just about right."

I have since given this matter considerable thought, and it occurred to me that this hotel manager and the friend to whom I showed this have both expressed what would be the natural reaction to the general subject of conventions if it were not looked into more deeply.

The convention brings to a city and to a hotel many people who have never visited that section of the country before. Many of them come back later as traveling men or on a pleasure trip. Where do they go? Generally to the hotel where they stayed before. A convention advertises a city. Why is it that the hotels of some of the big Middle Western cities such as Chicago, Detroit, St. Louis, Cleveland are large supporters of the convention bureau? They realize that conventions are one of the best advertisers for the city, and it is talk about a city that makes people want to visit it. Probably half of the people throughout the country who have seen Chicago and gone home to boost it have seen it through a convention.

All conventions are not alike. Some of them are gatherings of bootblacks and some of them are meetings of psychologists. They vary in character just as much as do hotels.

This answer is not written in criticism but in defense of some conventions. We will agree with the hotel manager that certain meetings fit the description he has given them, but when he says all conventions he is covering a lot of territory.

Cordially yours,
CHAS. W. COLLIER,
Field Sec., Direct Mail Adv. Assn.

"What the deuce!"

And Mr. Dudd of Dudd & Diggings Advertising Agency gnawed the end of his cigar irritatedly as he glanced at the calling cards of the various farm paper representatives waiting outside.

A rumor had gone about that Dudd & Diggings had a food account that they wished to push in the farm field. So there now lay before Mr. Dudd stacks of papers containing circulation figures, linage figures, claims and counter-claims of such startling nature that his head went round and round. To say the least, it was somewhat bewildering.

"There's no knowing what to choose," he muttered; "They all look alike to me."

He was interrupted by the office-boy, who cheerfully gave him an additional card.

"What!" he groaned, "Another one?"

But, on fingering the card over, Mr. Dudd adjusted his spectacles to read it a second time, and then a broad grin spread over his face . . .

"Peter, Peter," he called excitedly to the office-boy, "Show him in at once. He's the very fellow I'm looking for!"

. . . For this card bore a message that would have decided any perplexed food advertiser or agency man:

Capper's Farmer

—with its 800,000 subscribers concentrated in the Midwest—carried more food advertising for the first five months of 1925 than any other national farm paper.

What Are the Food Habits of Our Foreign Population?

By Joseph Ellner

AN investigator in the merchandising department of a large advertising agency that handles several food accounts recently dropped in on a domestic science expert whose duties as advisor to various social service institutions has taken her among immigrant classes in many large cities. Eagerly he erupted a shower of questions:

"Do Hungarians eat only goulash and do Italians eat anything else but spumoni? Are Danes so fond of sweets they will eat nothing but Danish pastry? Is it true that Jews have gefülte fish at every meal? Why do French people prefer frogs' legs to roast beef? Would it be possible to make the Russians substitute catsup for Russian dressing? Do Turks subsist only on shish-kebab?"

It was quite evident that our youthful investigator had gained his information about the food habits of foreigners from a close, if injudicious perusal of the menu cards of typical American restaurants—the principal source of information, it is to be feared, for most Americans. More serious students among us visit "the quaint little places" that one discovers in the Jewish, Italian, Armenian, Russian or Polish sections of our large cities, eating places that are hardly ever blessed by the sight of one of the nationals these eating places are supposed to represent. Americans are charmed by the studiously foreign atmosphere and puzzled by the quaintly named dishes that reek with the aroma of lands far, far away.

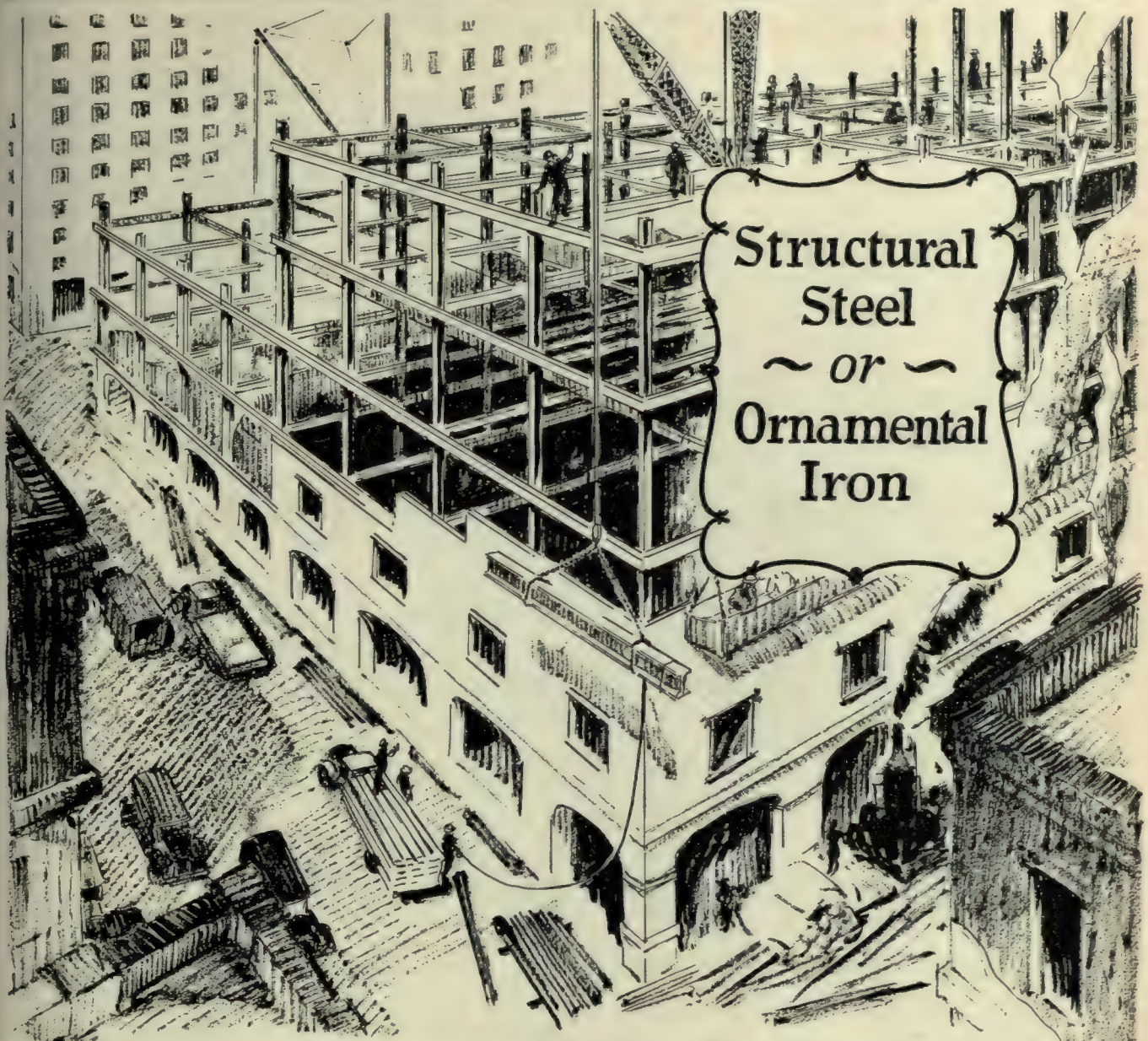
With gusto our American seekers of atmosphere will order, at the quaint little Turkish "joint," a pilaf, some shishkebab and matzoon—and with proper pomp and mystery the dusky-skinned waiter who looks like a cousin of Omar Khayyam or a somewhat fore-shortened Sheik, will bring in a mess of Comet rice, some pieces of broiled lamb and a cup of buttermilk.

At the Italian eating place our atmosphere-seeking American will splutter and whistle his order of *Risotto alla Romana, Spaghetti con buoro* and *Gorgonzolla*—and on his table, by and by, will be placed a vegetable soup that farm hands in Vermont get six days a week, some Fould's spaghetti with melted butter and a slice of cheese made of the milk of she-goats that have dined sumptuously on the tin cans in the back-lots of Union Hill, N. J.

A recent check up of advertisements inserted by local grocers in various foreign language newspapers gives a more accurate, if less picturesque, view of the food habits of our immigrant peoples than may be gleaned from a score of visits to quaint little foreign tea shops and restaurants. The grocer in a foreign language neighborhood is usually a countryman of his customers. He speaks their language, knows the way they live, what and how they spend, what they buy and what they eat. In his daily and twice weekly announcements in the local foreign language newspapers, he naturally features the goods that are in demand. A careful collation of 125 of these advertisements throws a light on the food and buying habits of these people that is of utmost importance to the American manufacturer and advertiser of food and grocery articles of any nature whatsoever.

The inquiry covered grocers in 25 large and small cities and towns, including Chicago, Detroit, Buffalo, Milwaukee, Minneapolis, St. Paul, Pittsburgh, Cleveland, Baltimore, Akron, Calumet, Fort Wayne, Omaha, San Antonio, Hancock, Mich., Cedar Rapids, Erie, Pa., Worcester, Lynn, Salem, Woonsocket, R. I., Putnam, Conn., and Trenton, N. J. The advertisements appeared in papers printed in ten different languages, including German, Polish, Italian, Bohemian, Hungarian, French, Swedish, Dutch, Finnish and Spanish. At least 8,000,000 possible consumers are comprehended.

The 125 advertisements featured 1237 articles of which 78 per cent were food items, 15 per cent were soaps, washing materials and



Lest, in this art of advertising, we neglect the business of building.

ARE you sure of the inner strength of all your advertising? Do you *build in* the safety before you *build on* the decoration and the dazzle?

Lately, those business-minded advertising agencies that plan their daily duties in terms of future fortunes are putting up sure frameworks of business-paper promotion. In our field, they are talking business to the world's biggest "dealer," biggest buyer, biggest advertiser, biggest seller. They are winning the confidence of the merchandising leaders in every community—the stores that pre-select the public's purchases and focus all their supreme sales-power at the point of final sale.

They are using the Economist Group in a large and increasing way for two clear reasons—[1] because of its unique contacts with all the half-million-and-over department stores and with others down the line in proportion to importance, *contacts not even approached by any other publication or by any other institution of any kind;* [2] because they have learned by experience the good sense of building the framework first—and of keeping it in good repair!

The ECONOMIST GROUP

239 *West 39th St., N. Y.*

DRY GOODS ECONOMIST—*National, Weekly* **MERCHANT-ECONOMIST**—*Zoned, Fortnightly*

New York—Boston—Philadelphia—Greenville, S. C.—Cleveland—Chicago—St. Louis—San Francisco—London—Brussels—Paris

45,000 subscribers in 35,000 stores in more than 10,000 centers—stores that do over 75% of the country's retail business in dry goods and dept. store lines.

cleansers, 7 per cent were vegetables, matches, brooms, etc. Of all articles advertised, 52 per cent were given by brand name, 25 per cent did not mention brand but were package goods and 23 per cent were bulk merchandise.

In classifying the different items advertised by brand name, we begin to get our first installment of surprises. We find, for example, that practically all the advertisements feature flour. No less than 18 brands are mentioned by name while in most instances a merely descriptive term is used without naming the brand. More astonishing still is the unit of sale. The 24½ lbs. bag is the smallest unit featured and the 98 lbs. bag is the largest. By far the greater number of instances merely quote the 49 lbs. and 98 lbs. bags. Four brands of baking powder are found listed in the announcements, and while yeast is never mentioned it is known to be carried by every grocer in a foreign language neighborhood.

In the face of the universally accepted dictum that home baking is rapidly declining in America, this is of no little significance. The foreign housewife is in many respects old-fashioned; she brings with her to America the old-world ideals of the proper housewife. But it is not her conservatism so much as her slavish devotion to her family that accounts for her persistency in home baking. She will stand for hours at a hot oven baking bread, rolls and cakes, and if she receives the meed of smacking lips, that is reward enough. Many of our foreign nationals also have special national breads and cakes which are not to be had at any baker's shop.

Spaghetti, macaroni and noodles may be termed American products only by courtesy, yet American manu-

[CONTINUED ON PAGE 49]

Charging the Dealer for Advertising

Summary of Report from Advertising Managers

Compiled by H. C. Bursley
Advertising Manager, Murphy Varnish Company

Beaver Products Co., Inc.
Sell letter-heads; fairly successful.

Cheney Silks
Fixtures supplied at cost, such as tie-racks, etc.; says 95 per cent of dealer helps are worthless because of too few original ideas.

Fisk Tire Company
Charge for stationery and lead pencils; sell direct-mail campaigns but never sell display matter. Say a live dealer will use display material whether he pays or not, and a poor dealer won't.

General Fireproofing Co.
Tried charging for dealer helps in 1921 but failed as it antagonized dealers.

Goodrich Rubber Co.
Charge and are very successful. Go shares on local advertising; sell service suits to Service Station men; sell tire racks and all unusual types of adv. This leaves money for local advertising and stops waste.

Kelly-Springfield Tire Company
Charge for letter-heads. Their dealers change their line too often to make charging profitable.

National Lamp Works
Very successful. Received $150,000 this year for adv. matter sold. Charge $5 per year for all window display service.

Onyx Hosiery
Charge dealers about 40 per cent for adv. helps; are very successful. Say matter needs great tact and care.

Penn. Rubber Co. of America, Inc.
Charge one-half cost on electric signs; sell letter-heads; sell tire stands at cost; sell imprinted matter for one-half cost. Find less waste. Very successful.

Service Motors, Inc.
Charge for letter-heads; charge one-half cost on direct mail campaigns.

Sonora Phonograph Co.
Sell electric signs; not very successful in this particular line.

John B. Stetson Co.
Don't charge for anything but supply nothing except on a definite request.

Stromberg-Carlson Telephone Mfg. Co.
In radio department, don't charge and use few helps as yet.

Western Electric Co.
Charge for direct-mail campaigns and special souvenirs. Charge their distributors and branches to prevent waste. Say one can do little alone.

Westinghouse Lamp Co.
Charge for imprinted matter and electric signs at cost or less.

Stephen F. Whitman & Sons
Charge for signs, imprinted, and for statuette of messenger boy, but supply displays free.

Willard Storage Battery Company
Sell all dealer helps. Received about $100,000 this year. Sell for less than cost but find it cuts down waste. Eight million direct-mail cards sold in year. Signs, etc., at cost. They get cash in advance and find it works.

Ralson Purina Co.
Has excellent tie-up with local dealer. Convince him their advertising brings results and then sell him. Are getting more and more on a charging basis:

Dealer pays:
1—½ the cost of painting his truck (checkerboard design).
2—anything over $50.00 on painting a sign for him.
3—½ the cost of a ten insertion newspaper campaign.
4—all billboard space used (posters are supplied by company).
5—2c. each for a series of 5 multigraphed poultry letters.
6—metal road signs, baby chicks used for window displays, balloons, checkerboard lead pencils, etc., at cost.

The Company has:
1—a yearly convention where they sell this advertising to dealer and give him general ideas gained through their knowledge of big business.
2—training for their dealers, which is really applied psychology of selling and of being of service to the community.
3—Courses in proper feeding of animals for clerks in feed stores.
(These are free, but more than pay for themselves in added sales)

YES—the Realtor is the creator of cities, but who created the Realtor? "Realtor" is a coined name. It was coined to identify only the members of the National Association of Real Estate Boards.

But like all coined names, "Realtor" depended—and depends—for its success and popularity largely upon advertising. For the word is more effective when sufficiently advertised—when a great majority of the people become familiar with its meaning.

The task of making "Realtor" a familiar word—a word with a special significance—to all Detroiters was entrusted to the Campbell-Ewald Company—

with the result that each day a larger share of the immense realty business of America's fourth city is being handled by—Realtors!

The Campbell-Ewald organization of 160 people, owned entirely by the men who operate it, with a volume of business placing it among the first ten agencies in the country, is at your service to handle large or small accounts. At any time, anywhere, we'll be glad to talk with you.

CAMPBELL - EWALD COMPANY

H. T. Ewald, *Pres.* E. St. Elmo Lewis, *Vice-Pres.* Guy C. Brown, *Vice-Pres. and Sec'y* J. Fred Woodruff, *Treas. and Gen. Mgr.*

Advertising Well Directed

General Offices: DETROIT, MICHIGAN

New York Chicago Toronto Los Angeles San Francisco

THE 8-pt PAGE

by Odds Bodkins

Constance Miller writes me from London that the London & North Eastern Railway has introduced an innovation in publicity—a mannequin parade in a Pullman car . . . the "Harrogate Pullman." The parade took place between London and Leeds, after luncheon. The train's passengers were all handed invitations.

There were eight mannequins, and they displayed twenty-four models—gowns from Maison Arthur, of Dover Street, and hats from The Maison Lewis, Regent Street. Motion pictures were taken of this most novel fashion parade to be shown by Eve's Films and Everybody's, and in the States by Pathé.

A fashion show in a Pullman car traveling at sixty miles an hour—as I well know those English trains do! And yet they try to make us think the English are slow!

—8-pt—

Two or three times a year I make a point of going over to First and Second Avenues, on the East Side of New York, and down to Mulberry Street, where shopping is done literally "à la cart" (sic). Just to remind myself that all purchasing is not done at spic-and-span stores with big plate glass windows, but that much of it is still done, in some of our large cities at least, almost as primitively as it was in the days of Tyre and Sidon.

Often I have attempted to conjecture as to the amount of merchandise and produce that is sold thus primitively in this modern age. Now my curiosity is satisfied, for the Bureau of Agricultural Economics of the Department of Agriculture has made a survey and developed the fact that nearly a million and a half people, in New York City alone, purchase all or part of their fruits, vegetables, nuts, cheese, dried fruits, etc., from pushcarts, and that eleven per cent of the fresh products consumed in the city are sold by the 7860 pushcart peddlers who ply their trade in this great city.

This does not take into account the enormous volume of other kinds of goods, from hair pins to harmonicas, that is sold from these two-wheeled merchandise-marts. Nor the enormous aggregate of business done in all products and commodities in what A. W. Erickson so picturesquely characterizes as the "jingle-gingles" of the East Side, the little shops where a bell jingles when the door is opened, to warn the proprietor in the dim recesses of his living quarters behind the shop of the presence of a patron out front.

I think we should all be amazed if we could know what proportion of the merchandise purchased in our large cities is bought by what we are prone to think of as "the smelly poor."

—8-pt—

H. M. Bourne, advertising manager of H. J. Heinz Company, writes to express his appreciation of the reference to a remark of his published on this page recently; and to his letter attaches a celluloid button bearing "The copyman's prayer," which has the merit of being consistent with its sentiment:

"O Lord make me short on words and long on ideas."

—8-pt—

It strikes me that *Life* is doing a rather fine job at explaining advertising to its subscribers in what might be termed a serio-comic technique.

LIFE DONATES THIS SERIES IN BEHALF OF BETTER MERCHANDISE

I'M FROM MISSOURI—
WHATCHA GOT IN CONNECTICUT?

MY job, family and mortgage keep me tied close to Consumersville, Mo. *But I like nice things.* Whatcha got in Connecticut?

Anything over there I ought to know about?

I am loyal to Missouri, but when it comes to buying the best for the least money, I am loyal to the United States. Whatcha got in Connecticut, for example?

As a money-maker I may be a small-town guy, but as a buyer I am a NATIONAL FIGURE.

National advertising in magazines and newspapers has made me that.

I know about the best things made in every town in America. I can compare the nutmegs and noodles of New Hampshire with those of New Mexico and Nevada. I can choose the choicest products from every corner of this whole blooming country, even if I do live in Consumersville, Mo.

As the purchasing agent of my family, I am SOME PUMPKINS. Thanks to advertising.

Haughtily yours,

Andy Consumer

THE NATIONAL ADVERTISER BETS HIS ADVERTISING MONEY THAT HIS PRODUCT IS RIGHT

With their Don Herold illustrations and their home-brew English, these advertisements are in keeping with the paper's editorial tone; and I suspect that many a reader will acquire from their perusal a clearer understanding of what advertising is all about.

Of course, humor is always dangerous in advertising. But is it?

—8-pt.—

I learn this week of another advertising agency that has abolished its copy department. Hereafter the account executives or contact men will be responsible for the copy for their accounts. It will be their privilege to call on anyone in the agency to help them with copy, from the president on down; but theirs will be the ultimate responsibility for the success of the copy: there will be no one to whom they can pass the w. k. buck.

Unless I miss my guess that agency will turn out more effective advertising in the future than it has ever produced in the past; and better yet, it will develop a group of well-rounded executives who will know how to take hold of a business and interpret it to the public in a way that will produce results.

—8-pt—

This brings to mind a remark made to me recently by the advertising manager of one of the large women's magazines. We were talking about polish and personality in selling and he said, "Well, I don't care a damn for polish. What concerns me is what's in the man's heart about our publication. If he has the right message in his heart, he can stammer or talk ungrammatically, or tell his story backwards, but somehow it will get across and he will get the order."

—8-pt.—

"Here is an advertising gem," writes Earnest Elmo Calkins, and sends me this form letter from a New York tailor:

Dear Mr. Calkins:
As a gentleman to the manner born, may I ask you to place this piece of Beautiful Yorkshire worsted, upon the cuff of your right coat sleeve?
Artisan draping of the highest order is necessary in making up exclusive materials like these.
Standing at the head of our profession, may I assure you of that personal attention, in cutting and fitting, which a man of your type expects?
Cordially,
FRANK SCANDIFFIO.

I concur with "E. E.," as he is known around the C & H offices. The letter has the attributes of a gem: quality, color, sparkle and character. And it has something else, too, which I should term the complacency of aristocracy, a quality which is as difficult to achieve in copy as in clothes, and as distinctive.

BROADCASTING

A Radio Market at the *Buying Age*

A recent investigation among our subscribers shows that

73.04% or 470,694 are married.

76.21% or 488,714 are interested in radio.

25.02% or 160,447 own radio receiving sets.

51% or 249,245 expect to buy a radio receiving set in the next year.

A copy of our Radio Analysis, tabulating these facts by states and sections of the country will be sent to advertisers and agencies interested in this market.

The AMERICAN LEGION Weekly

331 Madison Avenue
New York, N. Y.

New England Representative
CARROLL J. SWAN

22 West Monroe Street
Chicago, Ill.

Pacific Coast Representatives
BLANCHARD-NICHOLS-COLEMAN

Selling Furnaces by Ringing Doorbells

[CONTINUED FROM PAGE 16]

increase our volume of sales, and the business has doubled every second year.

TECHNICAL details of handling this sales force—questions of districting, training, setting quotas, salary arrangements, and so on—we feel to be distinctly less important than the mental attitude of the salesman; we are mainly concerned with what goes on in his head, what he thinks and believes and lives by, what scares or stops him. Nevertheless, these technical details have a direct influence on his mental attitude, and for that reason if no other are important.

We organize our force in districts and branches, and our policy in this respect includes two fundamental ideas: (1) To enable every man to have the feeling that he is in business for himself, and to make the gains and suffer the losses of proprietorship; and yet (2) To enable every man to profit by frequent and intimate exchanges of information and methods with others whose problems are similar to his. A district manager has supervision over a territory containing numerous branches. Warehouses are centrally located in each district to assist in making speedy deliveries, but these warehouse stocks are supervised closely with a view to keeping the investment small, and we are able to secure a turnover on them of approximately fifteen times a year.

Branches vary in size. One may be very small, supporting only one salesman who installs the furnaces he sells; another may support several salesmen under a branch manager, with one or more men devoting all their time to installation. The number of men covering a territory is in proportion to its sales possibilities rather than to the volume of business already developed there. We put in enough men to make our presence in the community felt. Quotas are worked out in minute detail for individuals, for branches, for districts, and for the company as a whole. We do not believe in hampering ourselves or our men through any vagueness or lack of thoroughness as to what we hope to do and believe we can do: statistics, if they are used, are a great aid to good selling.

No man is allowed to start selling for us until he undergoes a sufficient preliminary training as an installer. We regard this intimate contact with the thing sold, the actual handling of materials and the first-hand knowledge gained of heating problems, absolutely indispensable.

As to pay, we are thoroughly convinced of the wisdom of the ancient principle of rewarding a man strictly in the degree that he produces. Our men are allowed a regular drawing account about large enough to cover their living expenses. But their *pay* depends on the amount of business they do. If a man helps himself to more on his drawing account than his sales entitle him to, it is an inflexible rule that he must make up the deficit later, before he is entitled to share in any bonus he may earn by better work in subsequent periods. This is the principle of business itself; losses must be recouped before dividends are declared. We feel that a man is bound to be a better salesman when he is governed by the rule of proprietorship and is made to stand squarely on his own feet.

One early idea we had to discard was the belief we could get salesmen ready-made. We discovered that those salesmen who came to us from other furnace manufacturers usually "knew" altogether too many things which we believed were not so. It was difficult to get them to change. Therefore we began taking men by preference who knew nothing whatever about selling furnaces, drilling them in our methods from the start. We have a rapidly-growing force, therefore we get them from a variety of sources: they come from selling other lines, from jobs as bookkeepers and clerks, from the ministry, from the factory, and from other unlikely places. Fitch, the salesman who sold the chief of police in G————, came to us from the farm. What these recruits chiefly need to acquire to succeed in selling furnaces is a correct mental attitude toward the job, practical knowledge of house-heating and furnace-installing, enthusiasm for our product, a desire to make good—and they must come with a healthy lack of preconceived ideas as to what they must not or cannot do.

WE realize that preconceived ideas *about* salesmen are as bad as preconceived ideas *in* them. For example, we now know for a fact that every man will not do equally well in every territory, except at the cost of excessive and needlessly difficult effort. There are small-town men and big-town men. Some men like to have assistants, others will not work as well if they have them. Some are ninety-furnace men, and will sell about that many every year, regardless of whether they are in a territory of large or small possibilities; others crowd the possibilities of a small territory and do proportionately well in a larger territory. All such facts we have to bear in mind in order to place square pegs in square holes and to produce the most possible with every man and territory.

Our general plan of development and growth is to spread from the inside outward, building gradually and thoroughly as we go. Our first sales branches were in and near Holland, Mich., our headquarters, and as we occupied these satisfactorily we went further afield. We are not yet doing a national business, but feel our sales are probably larger than they would be if we had spread thin over a wider area.

Several times during this growth we have had to face the bugaboo of "hard times," yet we have increased our sales even in such years in spite of general predictions that it could not be done. This has resulted from changing our methods to meet changed conditions.

FOR example, take the situation in 1920 and 1921. We manufacture three types of furnace, one of which is inexpensive and made to meet competition on a price basis when we have to. Under ordinary circumstances we believe in the tried merchandising principle of showing our best things first. But when the bottom dropped out of the post-war boom, dollars looked double-size to buyers. We conducted an investigation and an experiment in Chicago, and found that by talking to people about our lowest-priced furnace first, not only were we able to sell furnaces where we had been unable to sell them before, but also we sold about as large a proportion of the *higher-priced* furnaces as ever.

This was due simply to the fact that we gained favorable attention by our changed approach: we showed people *how little* they needed to spend to buy a furnace; and when the opening was created, and people were convinced of their need, they bought what they really wanted and in the majority of cases that was the better furnace. This change of approach was applied generally in our selling; coupled with energetic methods, it enabled us to hold our rate of gain in a dull year.

Another of our practices which is perhaps contrary to generally accepted ideas has to do with credit. In our business we do the whole job ourselves, a rather unusual combination: we are manufacturers, retail merchants (and installers), and we also do our own financing. At the beginning of this year we held several million dollars' worth of our customers' paper. This

"What's all the Shootin' for?"
This advertisement appeared in Printers' Ink two years ago!

What Is "Class" Circulation?

A FEW publishers—some advertisers—and a great many advertising men define "class" or "quality" circulation, as though it had some reference to, or bearing on, the social standing of those who comprise it.

"Class" or "quality" circulation is purely a commercial term. It means circulation among that part of the population who have enough money to buy what they need or want. As opposed to it, there is "mass" or "quantity" circulation, which means circulation among that part of the population who have not.

When the New York resident is financially able to live in ordinary comfort, he becomes a theatre patron. The circulation of Theatre Programs in New York, is, therefore, confined to the people who have at least enough money to satisfy their needs. There are various methods of advertising to the others.

Programs for 60 legitimate New York theatres—aggregating 1,600,000 circulation monthly.

Published by

New York Theatre Program Corporation

108 Wooster Street New York City

Is it a ceaseless drag against the best efforts of your men?

AT a time when competition is unsleeping—when rivals are continuously battling for the trade of your established customers, utilizing every known inducement of service and co-operation—you are justified in taking every precaution to insure your repeat orders.

You know your goods are right when they leave your plant, you know the care that has made them so—but do you know whether they reach the buyer in a condition that wins immediate and enthusiastic respect? Is their shipping box sufficiently modern, sufficiently convenient to the recipient to increase your good will?

40 factory-trained, laboratory-schooled package-designing engineers are travelling 20 states, answering just such questions for interested shippers. More than 4,000 firms each year avail themselves of this free service. Sales-managers find this service particularly helpful. Shall we instruct an H & D Engineer to call on you?

THE HINDE & DAUCH PAPER COMPANY
300 Water Street
Sandusky, Ohio

H&D FREE SERVICE IN THE DESIGN OF THE MOST IMPROVED SHIPPING BOXES of CORRUGATED FIBRE

Clip Coupon

Name .....
Company .....
Address .....
City ..... State .....

Prepared by The Powers-House Co.

An agency is known by the clients it keeps—that is the measure of its *performance.* Our list of clients *and the length of each connection* is always available in printed form for your inspection.

The
Powers-House
Advertising Co.

HANNA BLDG. Est. 1912 CLEVELAND

Marsh K. Powers *President* — **Frank E. House, Jr.** *V. Pres. & Gen. Mgr.* — **Gordon Rieley** *Secretary*

makes a sizable business in itself. There are a number of advantages in handling our own paper instead of discounting it, one of the chief of them, from a sales point of view, being the assurance we can give to customers that they will not be hounded for payments by some third party who has no interest in the product sold to them. Our losses on customers' paper are infinitesimal: approximately three-tenths of one per cent.

Now, we always allow customers plenty of time to pay: but we allow *less* time when general business is booming. When buying is slow, on the other hand, when people are tight with what cash they have, we lengthen our terms. This might look like slipshod business; actually, we find that payments on notes made at such times are as prompt as on those made during periods of better business.

OUR advertising has taken its form from our plan of distribution. We do not advertise nationally because we do not yet distribute nationally, but we take newspaper space, usually full pages at intervals of about a month, in leading local papers covering the territories in which we sell; and we gain double effect from most of the advertisements by reprinting them by the million, and using them to circularize prospective customers.

Our effort in every phase of our selling is to base our activities on facts, instead of on rumors and guesses; our attitude is always *can* in preference to *can't;* we choose the fine-tooth comb rather than a hair brush. We try, both executives and salesmen, not to allow hasty conclusions to harden into unwise habits; we aim to meet every situation and set of conditions on merit, and to adapt our methods, or revolutionize them if necessary; and the time we agree on as best for giving up, if we happen to be discouraged, is "not just yet." We tackle the job of selling furnaces as a splendid adventure.

Before closing, I want to illustrate all this with one more of the stories which the salesman Fitch told us the other evening at the banquet. In his rounds, he said, he came to a certain house where an automobile salesman was turning away in disgust.

"I was asked to come here," the salesman said, "but I don't dare ring the bell. Look at that sign."

Fitch looked. It was a warning against ringing the bell, and was addressed to demonstrators, salesmen, subscription agents, peddlers, solicitors, canvassers, there may have been others, for it was a formidable list. But Fitch rang the bell.

"Madam," he said, when the housewife came, "I have looked over your list of folks who mustn't ring this bell, and I don't appear to be included among them. I am an engineer—a house-heating engineer."

Fitch, in case you have not guessed it, is Irish. He grinned. The lady grinned. And before he was through, he sold a furnace in that house!

The "Impossibilities" for Advertising

[CONTINUED FROM PAGE 30]

wide open. And so on. Yet, in the midst of these upheavals, these throes of survival by his client, many an advertising agency man looks on with only a simulated or at best an academic interest. What he is genuinely concerned with is the next closing date or the O.K. on next Fall's copy.

The agency man, if he knows his business and if he has a conscience, will be down in the client's office with his coat off wrestling as the Sales Manager wrestles. He will help formulate the next step in sales policy. He will bring to bear all of his accumulated knowledge of sales expedients. He will become, in effect, Assistant Sales Manager. He knows that with the sales crisis past the advertising will take care of itself.

The agency has not fully served its client until it has become practically an integral part of his sales organization; it has not discharged its full responsibility until the product has actually moved from the dealers' shelves into the hands of the consumer.

THERE are some agencies whose discussions with their clients deal with sales as often as they do with advertising. Being part of the sales department, they receive current manufacturing schedules and sales sheets from their clients. Then they analyze these statements as if the product and its problems were their own. These agencies expect to be and are drawn into all policy matters, such as jobber and distributor relationships, shifts in the sales organization, sales quotas, sales territories, sales contests, compensation for salesmen and a host of other matters.

Such agencies take an active part in the education of jobbers, distributors and retailers. They deal not alone with the advertising which is, after such cooperation, truly a force for sales back of the product, but with the soundest methods of marketing the product through the human sales force as well. Then they carry the message to the client's sales organization.

Such service on the part of the agency is hard work and tedious work and costly work. But the results of it come back in loyal customers and in growing appropriations.

Under these conditions the erstwhile bumpy road of client relationship becomes a boulevard. Because you are as deeply informed of his difficulties as your client and because you aid in their solution you are no longer an outsider whose sole purpose in life appears to be spend money.

With such a relationship as this the great and mysterious problem of Coordinating Advertising with Sales becomes only a normal part of your day's work.

Needlecraft Magazine persists in the belief that high-pressure selling methods will not produce circulation of real character and maximum advertising value.

The thing we pay for, either in hard-earned cash or by personal sacrifice, is the thing we esteem highest. Even a Rolls-Royce would lose much of its value if, say, a bungalow at the shore, a cabin in the mountains, or a steel-shafted brassie were "thrown in" with each purchase.

Having built a circulation in excess of 1,000,000 without taking any of the short-cuts to volume—such as rate-cutting, clubbing, premiums, pay-on-delivery, short-term, rebating in any form, or offering extraneous inducements of any kind—

and, moreover, having firmly established itself as the outstanding producer in its field, Needlecraft will "stand pat" on its time-tried policies.

Robert B. Johnston
Advertising Manager
New York

Member A. B. C.

JAMES A. ROBERTSON
Western Manager
Chicago

ELIOTT D. ODELL
Eastern Manager
New York

DORR & CORBETT
New England Representatives
Boston

The Modern Methods of Market Research

White has made MARKET ANALYSIS a real "How" book. It is practical from preface to index—filled to the covers with specific advice and workable ideas. The book has "use" written all over it.

Seventy-nine charts, diagrams, sample letters and questionnaires are given to show you how market research work has been done by others, and to give you a plan of campaign for a survey of your own.

Just Out

NEW SECOND EDITION

MARKET ANALYSIS

By Percival White
Research Engineer

438 pages, 5½ x 8; 79 charts and diagrams, $4.00 net, postpaid

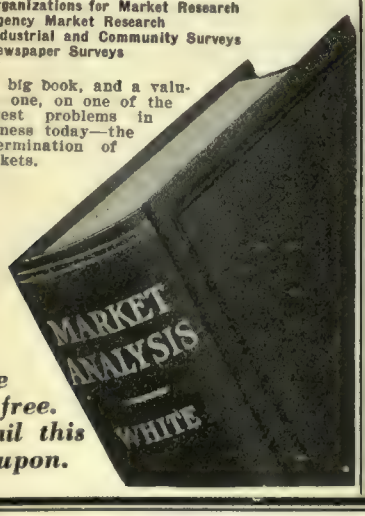
This book will prove a helpful guide for all who are interested in the scientific analysis and organization of markets. It gets right into the very heart of the subject. It enables the executive to turn the spotlight upon his marketing problems—it tells him how and where to get the facts he needs—how to analyze them—how to use them profitably.

All of the material has been brought up-to-date, in line completely with modern methods and requirements.

Four new chapters of special interest are:

Organizations for Market Research
Agency Market Research
Industrial and Community Surveys
Newspaper Surveys

A big book, and a valuable one, on one of the biggest problems in business today—the determination of markets.



See it free. Mail this coupon.

FREE EXAMINATION COUPON

McGRAW-HILL BOOK CO., INC.
370 Seventh Ave., New York

Send me for 10 days' free examination:
White's MARKET ANALYSIS, $4.00.
I agree to remit for the book or to return it, postpaid, within ten days' of receipt.

Name .....
Address .....
Position .....
Company .....

A. F. 7-1-25

—and Now Concerning Copy

ELIZABETH ARDEN (if there is one) puts a whole column of W. L. George into her page advertisement in *Vogue*, and the column has nothing to say about pore cream or bath salts, or illusion powder, or muscle oil, or orange skin food. But it is good reading, and that makes the advertisement better.

THE STANDARD OIL CO. (N. Y.) has just issued to automobile registrants a pretentious 64-page booklet called Historic Towns in Soconyland, which in point of arrangement and text is a thorough conception. The printing house which "designed and printed" it had some sixty color drawings to use, many of them containing the qualities of Brissand and Pyle and Preston; some rather Booth-ish; and all interesting. But some limitation forced the printers to record the pictures and maps in harsh new colors—and there went the easiest "historical" flavoring of an otherwise conscientious and undoubtedly expensive job. Somewhere a copy-writer is crying in the night, but nobody cares.

"THE IMPRESSION of individuality—supreme charm of beauty—is accented with the distinctive shades of ABC Face Powder. There is a lovely true tone for each type—and in the ABC fragrances with which the powders are scented the effect of personality is emphasized with deeper significance."

That seems almost to mean something connected with individuality. But it is not as individual as the sales-technique of a great perfumer, who as a struggling nonentity fell downstairs in a Paris store which had refused to buy his first and only sample kilo. The bottle breaks as he falls; cries and confusion; crowd gathers; "I am ruined!"; "Who is the poor chap and what is the irresistible odor?"; "his only bottle," etc., etc., to an order, and happy ending.

For Monsieur ABC, the advertiser above, is M. Coty, the downstairs-tumbler.

THERE ISN'T ROOM to quote all of it, but here is part of a derby hat-full of mush written to a headmaster of a great boys' school, by "an organization composed of college men" who want him to let them do his advertising, though he has never advertised and has a waiting list fourteen years long: "Dear Sir:

"Once there was the Daddy of a boy—four summers old—the age when all his thoughts were dreams, when for him the sun laughed and marched, and the grasses whispered in the rain. Eyes as blue as forget-me-nots on the south slopes of April! Hair the color of spun gold. Heart of him, soul of him, with all his bubbling laughter—his Daddy's!"

—And some captious people still think that advertising is sometimes a little brash.

"WHAT'S THE MATTER with the men who *almost* succeed?" What's an advertisement, at which you and I, as we pity the poor Gruger drones in the picture cry out "They didn't take the Alexander Hamilton course!" But it was an advertisement for Instant Postum or Postum Cereal (check which you prefer).

"THE SO-AND-SO STAFF," burgeons a printer who is publishing educational advertising talk in a newspaper, "believes that Art and Literature are two giant forces in the world; that the good copy *writer* draws upon literary skill to frame his selling message—and by the same token the good advertising *artist* does the same with pictorial art. Very few artists in advertising use their talent to put selling force in the pictures. As a result, we commonly see a beautiful picture dragged into advertising that has but little or only a strained relation to the goods advertised."

That very few artists use their talent to put selling force into the picture is of course just simple nonsense. There never was a picture painted that didn't try to "sell" an idea. There was never a painter or draughtsman whose ability wasn't measured in the last analysis by the number of people to whom he sold the ideas he drew, and the length of time those ideas stayed sold. When a picture made for advertising "has but little or only a strained relation to the goods" (there is some giant Literature) it is more often than not the fault of an adman who tried muddily to squirt up a picture with what he called "selling power." The failure of unsuccessful advertising pictures is almost always due to the "strained relation to the goods" which the adman *put in*, to make a bit of obvious commercialism out of a strong simple idea-picture.

ONE GATHERS from the advertisements of Pepperell Sheets, Martex Towels, and Utica Sheets, in the current journals, that there are to be found young ladies whose object is matrimony. And if you want to see three ways of handling the same market-thought, compare them.

Mrs. Covington

...nobody knows but her check book and her

When Mrs. Covington reads of a neighbor's sudden social ambitions, she smiles. Weren't her ancestors charter members of Kentucky's most exclusive clubs? When she sees a gaudily nickeled car roll by, she laughs to herself. Wasn't her father first to drive to a race meeting in a gas-propelled vehicle?

So it goes. Mrs. Covington doesn't have to "make a show"—she was born to be mistress of the show. And with her diversified interests, it is not surprising that Mrs. Covington's shopping bill outranks that of any woman in Kentucky, save only Mrs. Louisville.

But—where does she do her shopping? Only Mrs. Covington and her check book can tell. But you might get a hint from the advertising pages of The Enquirer. For this paper visits Mrs. Covington's home as regularly as the milkman; reading it is the daily preliminary to the shopping tour.

How many women does Mrs. Covington represent? Take the Wallace Woods district, for example: Here are 233 residence buildings; here, 172 Enquirers are delivered every week day.

No thinking merchant would overlook a market as large and as prosperous as that of Mrs. Covington. And none with an eye to increased sales and to decreased sales cost will overlook The Enquirer as an advertising medium.

N. B.

This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of this suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.

I. A. KLEIN
New York Chicago

R. J. BIDWELL CO.
San Francisco Los Angeles

The CINCINNATI ENQUIRER

"Goes to the home, stays in the home"

Telling It to the Boy Scouts

No Wonder He Grins!

THIS is Harper Barnes who "cleaned up" when he spoke before the Rotary Club of his home town and sold twenty-one subscriptions to *Boys' Life* at once.

No wonder he grins. He's thinking of what he's going to do with the money. Maybe some will get to the bank, but it's a sure thing that a good part of it will go to buy some product which Harper has seen advertised in *Boys' Life.*

Boys' Life readers are that way. When they see what they want they find a means of getting it. They're resourceful—and it pays to advertise to them.

Let us tell you about the market here for your product.

BOYS' LIFE
THE BOY SCOUTS' MAGAZINE

200 Fifth Ave.
New York, N. Y.

Lincoln Bldg.
Los Angeles, Cal.

37 So. Wabash Ave.
Chicago, Ill.

If it makes the trade talk— it's an

EINSON-FREEMAN WINDOW DISPLAY

Specializing in window and store display advertising

327 E. 29th St.
Lexington 5780
New York City

Research on Methods of Starting and Operating an Advertising Agency

75 typewritten pages of detailed information of important, specific kind; contract forms, business getting plans, organization costs, recognition, service fee plans, etc. Price $125.00.

THE BUSINESS BOURSE
15 West 37th St., New York City

Outdoor Advertisers Win Court Fight

A TEMPORARY injunction, restraining the Massachusetts Highway Commission from interfering with outdoor advertising structures located on private property along the highways in the State, was issued by the Supreme Judicial Court of Massachusetts in Boston, June 19.

The General Outdoor Advertising Company of New York, and other domestic and foreign corporations, brought legal action against the Highway Commission, on the ground that the regulations promulgated by the Commission were unconstitutional, unjust and oppressive.

The present situation, which gave rise to the legal proceedings, is a result of events dating back to the year 1915. In that year a constitutional amendment was adopted in Massachusetts, which purported to give to the State the right to regulate outdoor advertising, and to increase the police powers of the State. Five years later, the State Legislature, acting under the authority of the constitutional amendment, passed a law providing that the Commission of Public Works, Division of Highways, should have the right to regulate advertising devices on private property visible from the highways. At that time organized outdoor advertising cooperated with the Division of Highways and suggested the regulations which the Division adopted. The regulations adopted at that time reflected the best thought in outdoor advertising and were sound as well as constructive. No difficulty was encountered under those regulations.

However, on January 24, 1924, the Division of Highways adopted new rules and regulations of a very drastic nature, under which the Division refused to grant renewal permits for the maintenance of advertising structures that had been in existence for a number of years, and further announced its intention of ordering the removal of all structures in technical violation of the regulations, on July 1, 1925. At this point, outdoor advertising interests employed counsel and took the matter to court.

Outdoor advertisers have filed in all thirty-three actions against the Division of Highways, eleven of which question the validity of specific regulations, eleven of which are bills of Mandamus, and the remaining eleven of which are bills of certiorari, all directed toward testing the constitutionality of the various rules and regulations promulgated by the Division of Highways on January 24, 1924.

In their bills the advertising companies list twenty-seven reasons why the regulations are unconstitutional, among which are the following:

"The Legislature has no right to delegate power to the Highway Commission to promulgate rules and regulations of this sort."

"The rules are unreasonable, unjust

what price-pioneering!

All of the pioneering in the oil industry has been done.

Today this billion dollar industry is just as closely analyzed, just as completely scheduled in all its activities as any other industry.

The Oil and Gas Journal has become firmly established in the minds of the oil fraternity as the dependable record of the weekly trend of petroleum activities.

It is read by every purchasing agent, every executive, field man and distributor who makes it his business to keep posted.

Obviously it is the logical publication for advertisers with a commodity that is used in the oil industry. That is one reason why you find the leading manufacturers and distributors of oil field supplies and equipment regular users of space in the "Big Yellow Book."

Are you making the most of this merchandising medium?

The OIL and GAS JOURNAL

PRODUCING REFINING MARKETING

TULSA, OKLAHOMA

NEW YORK CITY
30 Church St.

PITTSBURGH, PA.
1003 Jones-Law Bldg.

CHICAGO
1328 Peoples Gas Bldg.

We Know a Good Man for a Concern That Wants Its Advertising Geared Up

PERSONALLY—

He's 35, married, owns his own home, Christian, keen, likable.

IN BUSINESS—

For years he's been Advertising Manager of a large corporation, who sold nationally and advertised the same way.

The corporation is fading from the picture, due to a revolution in their industry, but the experience gained by this man is available and valuable.

We like Mr. L. so much that we're willing to spend some time and money placing him with the proper connection.

Mr. L. will let you make your own terms for the first 90 days. Let us put you in touch with him.

Address Box No. 284
ADVERTISING AND SELLING FORTNIGHTLY
New York

and oppressive and go far beyond any regulations reasonably necessary for the protection of the lives, morals, health and safety of the citizens of Massachusetts under the police powers of the State."

It is further alleged that the rules and regulations are, to a very large extent, founded solely upon alleged aesthetic considerations and have no rational connection with the reasonable regulation of the business under the police powers of the State.

When interviewed, K. H. Fulton, president of the General Outdoor Advertising Company, stated that his company and organized outdoor advertising generally makes every effort to cooperate with State authorities in the reasonable regulation of Outdoor Advertising and the elimination of such abuses as "tacking," "sniping," the placing without authority of signs on public property, or on private property without permit. This cooperation, he stated, is extended to officials in every State, including Massachusetts, where effective and intelligent aid was rendered in 1920.

Frank Presbrey Company

New York, will direct advertising for the J. E. Marsden Glass Works, Inc., makers of Kold-or-Hot Utility Glass, Ambler, Pa., and New York City.

Charles C. Green Advertising Agency, Inc.

Philadelphia office, will direct advertising in newspapers and financial publications for Mackie, Hentz & Company, same city.

Frederic S. Ackley

For fourteen years in the advertising department of the General Electric Company, has been appointed advertising manager of the American Sales Book Company, Elmira, N. Y.

Lyddon & Hanford Company

New York, will act as advertising counsel for the following companies: Ye-noh Candy Company, Pittsburgh, Pa.; Institut de Beauté de Paris, New York; J. A. Marceau, New York and Paris, perfumes and powders; John M. Given Co., distributors of children's hosiery, and Louis Greenberg & Brother, Inc., New York, manufacturers of children's clothing.

The H. K. McCann Company

Will direct advertising for the Pacific Coast Borax Company.

Sidney A. Merriam

Formerly with the MacLean Publishing Company, Ltd., and the E. Sterling Dean Advertising Agency, both of Toronto, has joined the staff of the Wells Advertising Agency, Boston, as account executive.

Edward C. Tieman

Formerly with the Franklin Offset Company, has been placed in charge of the retail advertising department of Campbell-Ewald Company, Detroit.

What Are the Food Habits of Our Foreign Population?

[CONTINUED FROM PAGE 36]

facturers of these foods have not paid as much attention to this natural market as the enormous consumption possibilities justified. Six brands of spaghetti and macaroni are featured in the foreign language advertisements, two of which are nationally advertised brands. It is curious, however, that two of the best known brands, both nationally advertised, are conspicuous by their absence from these grocers' announcements. It is also an interesting fact that neither of these products are even mentioned where one would expect them most—in the Italian advertisements. The reason for this apparent vagary is that the consumption of spaghetti and macaroni is so large and steady among Italians, and their preferences in matters of flavor and taste are so different that there has developed a flourishing local industry in almost all Italian communities for the supply of the native product in all its traditional qualities. Somewhat similar is the case of noodles among Germans and Jews, the virtual originators of this food. The older housewives prefer the home-made article, and it is only the younger generation that takes to package noodles.

In classifying the various canned foods featured, it becomes evident that wide gaps exist in the distribution of this class of merchandise in foreign language grocery stores. Of the almost infinite variety of canned goods to be found in the general market, only 14 of them are mentioned in these foreign language announcements. One of these is a nationally advertised soup, 3 are baked beans, 2 are canned sauerkraut, 3 are asparagus tips, 2 are sardines, 1 a canned hominy, 1 a cod fish and 1 red salmon. This low demand is due in large measure to the absence of any educational agency for teaching the foreign housewife how to use these foods and how to combine them with her national dietary. A large jobber who supplies many local foreign grocers is authority for the statement that the present volume of consumption of canned goods in this market is only about 10 per cent of its normal capacity.

WHEN we come to coffee, cocoa and tea, the story is totally different. Practically every one of the 125 announcements feature two or three brands of coffee and tea. In all, 13 well known brands of coffee are featured, 7 brands of tea and 6 brands of cocoa. The market for these beverages among foreigners is admittedly very large. Their per capita consumption of coffee is probably larger than among any other class in America, while as tea drinkers, they come a close second to Britishers. It is also noticeable that only the higher priced brands are featured in these announcements because these people regard themselves as connoisseurs of good coffee and tea.

Nevertheless, it is well known that coffee and tea in bulk still cuts a big swath in this market. Dealers say that the preference for bulk tea and coffee is not because of difference in price but is due to a prejudice that the packaged goods are likely to be stale and the bulk stuff fresher. Naturally, not over-scrupulous dealers are quick to take advantage of such a prejudice to their own benefit.

The canned milk situation in this field gives an even better indication of the consumption possibilities of the market. A total of 17 brands of condensed and evaporated milks are prominently featured in the announcements. Frequently three and four brands are named in the same advertisement. Quotations are seldom made per can but for three cans as the unit of purchase, and prices are usually lower than regular, evidence of healthy competition. The consumption is undoubtedly very large, but closer examination of the facts shows that the field is practically dominated by one nationally advertised brand that has cultivated the foreign field with a lavish persistency that would brook no opposition. Every other brand is second to this one far-sighted advertiser.

SHORTENINGS and salad and cooking oils occupy an important position in practically all the grocers' announcements. The foreign housewife does a great deal of frying and more baking than her American neighbors. Certain groups, like the Latins, consume large quantities of vegetable oils in salads and with vegetables. Five well known brands are prominently featured, 3 being oils and 2 solids. The greater portion of this market is divided between two nationally advertised brands, one a corn oil and the other a solid. The former is by far the larger seller and also the more consistent advertiser to the foreign-born housewife. Oil in bulk, however, is sold in large quantities at lower prices than the branded article. Competition is exceedingly keen.

It has been generally known that the foreign-born offer one of the best markets for condiments, as all Europeans like their food well seasoned and spiced. Their per capita consumption of dill and sour pickles and mustard is larger by far than that of any group in this country. But little work has been done by manufacturers to popularize the typical American condiment, catsup, among these people. Catsup is found in every grocery store in foreign communities and the total volume of sales is big, but the per capita consumption is very small. The jobber quoted previously estimates that this market has a consumption capacity of over 2,000,000 bottles of catsup per month.

A LARGE number of other miscellaneous items are featured in the announcements, such as flavoring extracts, syrups, molasses, canned, preserved and dried fruits, biscuits, cheese and several kinds of trade-marked desserts. Three brands of tapioca are prominently featured, and three gelatine desserts—all six products being nationally advertised goods. It is, nevertheless, admitted that the foreign housewife has not been sufficiently educated to use either tapioca or gelatine as extensively as she might. Big swaths of these people know about these products only from hearsay. The manufacturers' message has not yet reached them. Only one well known tapioca has worked this field with what appear to be excellent results.

Taking the evidence of the local grocer, it is quite evident, therefore, that the foreign population in our midst is in a fair way to eat American foods, popular opinion to the contrary notwithstanding. Their cooking may be different, their modes of combining foods may differ from American ways, as indeed they differ widely among each national group, but the ingredients are approximately the same. Where they fall down is in the per capita consumption of certain typically American products such as baked beans, canned vegetables, canned soups, catsup and several other staple and fancy products. That is not due to any inherent prejudice against these foods, but rather to a lack of information about them and how to use them in connection with their regular dietary.

Another important problem that has to be solved in this market is the one of bulk goods—the evil manufacturers have fought and all but conquered in the regular American field. The only argument that will count in this fight is quality—and that, in matters of food, constitutes the strongest appeal to the foreign language market.

HOTEL EMPIRE

New York's newest and most beautifully furnished hotel—accomodating 1034 guests
Broadway at 63rd Street.
ROOM WITH PRIVATE TOILET $2.50
ROOM WITH PRIVATE BATH $3.50
ALL OUTSIDE ROOMS

fred'k Lowenheim
Conducts a personal art service for users of advertising illustrations
Black & White
Color
Wash-Oil
Dry Brush
226 West 47th Street
NEW YORK CITY
Call Chickering 8880

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays
THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

The Standard Advertising Register
is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.
National Register Publishing Co.
Incorporated
15 Moore St., New York City
R. W. Ferrel, Manager

National Miller
Established 1895
A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. paper in the field.
630 W. JACKSON BLVD., CHICAGO

Bakers Weekly A.B.C.-A.B.P. New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

THE JEWELERS' CIRCULAR, New York, has for many years published more advertising than have seven other jewelry journals combined.

A Home for Orphan Annies

[CONTINUED FROM PAGE 17]

solicitor, and the worthy cause netted $1,200.

Now the horrid aspect of the matter is that in most cases the causes were "worthy." The charity, or social service house, or milk fund at the far side of the wringer was a fine affair. And so long as pageants and dances and bazaars and athletic carnivals are an accepted means of raising money painlessly for charity, and for promoting as a by-product the quality of neighborliness and self-sacrifice and co-operation, they should be paid for in money by anyone and everyone who believes they are worth while.

BUT the average "donor" of advertising space in programs (and he certainly is a "donor") does not know that his dollar is going three ways—the majority to the printer, the quarter to the shabby-genteel solicitor, and what is left, if any, to the milk fund, or the new guild house. He doesn't dare inquire, for fear of "hurting the feelings of a customer," and even if he utters a perfectly normal and natural refusal to buy what he regards as non-effectual space, he makes himself feel like a cross between Nero and Maria de Medici in declining. But he is sadly convinced that none of his money comes back.

There are several ways to cut down the waste of money, time, temper and non-return. One is the diplomatic letter, which many firms already use without making trouble. One is the arbitrary, blunt and final statement that "we never do any such advertising," which is effectual and almost invariably untrue, for there are always isolated cases in which someone broke down and cried his way into a quarter-page. A third method of deflecting the request is to refer it to one's agency, which often has the result of tiring the solicitor out before the program appears; further, to the amateur solicitor the work of the agency is fraught with authoritative mystery, and to the professional it is fraught with chlorine gas.

But a fourth method is here advanced. Suppose every manufacturer or merchant who is approached for a program advertisement first decides for himself whether he as an individual feels inclined to contribute to the worthy cause. If so, let him write a check payable to the cause and decline the advertising space.

If he decides that it is the business of his firm, as a commercial enterprise, to venture into institutional extension to the point of promoting social welfare, let him write a check to the cause and affix the necessary signatures stating that he is using the space because he makes milk, and because the milk fund is buying his milk to feed to the babies whose expenses at the clinic are to be paid for by the bazaar.

But whether he plumps for the charity or not, he may better say in effect, this:

"Ladies, you are not getting your money's worth. Program advertising, if not absolutely without selling power, is disproportionate in price per-page-per-thousand of known circulation. For the sake of getting a small share of the cost of making the program, you are paying too high in footwork, in printing cost, and in the services of your solicitor.

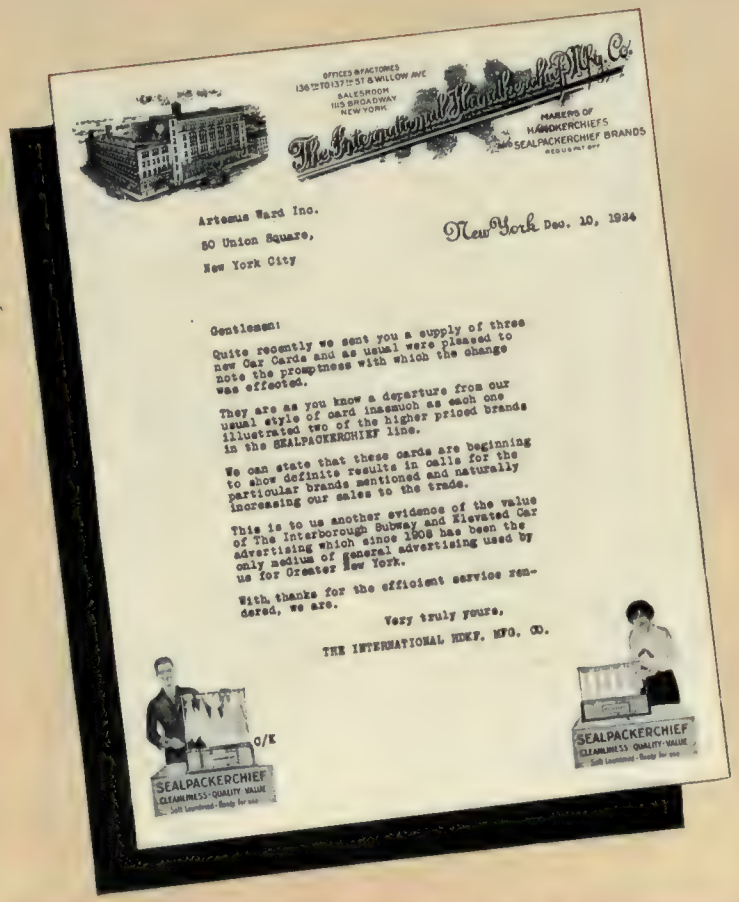
"If I give a dollar to your fund, I want that dollar to go to the fund. I do not regard it as worthy charity to give a printer a half-dollar and a lady-solicitor a quarter if I think the fund is worth getting a dollar. And I do not regard it as good sense to give four dollars in order to make one dollar work for the fund.

"WOULD I ask you to give up the program? No. Programs are useful; sometimes ornamental. William Hogarth used to draw some lovely tickets for benefits and funerals; the good printers make memorable programs with a single sheet of paper and some Caslon type, and make them very cheaply. You can afford such a program—in fact, it will cost you about one-eighth as much as you are paying for this queer, bulky magazine you propose to issue, and will be entirely proper and appropriate. You shou d buy it from your regular office budget, as an item like letterheads and drinking cups. There will be plenty of room for the names of the committees and the names of the patronesses on the back of the program, especially if you use a long strip of nice paper, like the old play-bills. . . . Yes, and for members of the chorus, too. If there is any space left over, and your policy is to list the names of all donors to the fund, list them, and if I am a donor, I presume my name would be included alphabetically, though I am not asking your charity to pay me anything whatever except the satisfaction of giving.

"Then, ladies, dismiss your solicitor, and give the children her quarter-dollar, too.

"Come to me with a 'trade'—a bargain. Every merchant likes a bargain. Offer me a splendid 'value' in charity. Make me believe in it, make me want to see it go on, make me want to prove my sincerity by giving money to it. Then say to me: 'Mr. Brown, you have been giving us advertisements in years past, to the cost of $100 a year. Please give us, this year, $65. We shall have a genuine pro-

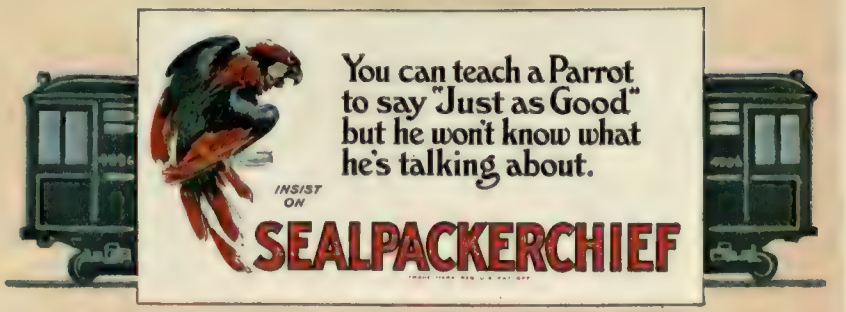
"The only medium of general advertising used by us for Greater New York!"



(For 17 Years)

Sealpackerchief Distribution in Greater New York Stores is Now Almost 100%

This praise-worthy sales feat was accomplished, to a large extent, by persistent advertising in "New York's Most Widely Read Medium"!



INTERBOROUGH *SUBWAY & ELEVATED* *CAR CARD & POSTER* ADVERTISING

CONTROLLED BY

50 UNION SQ.

ARTEMAS WARD, INC.

NEW YORK N.Y.

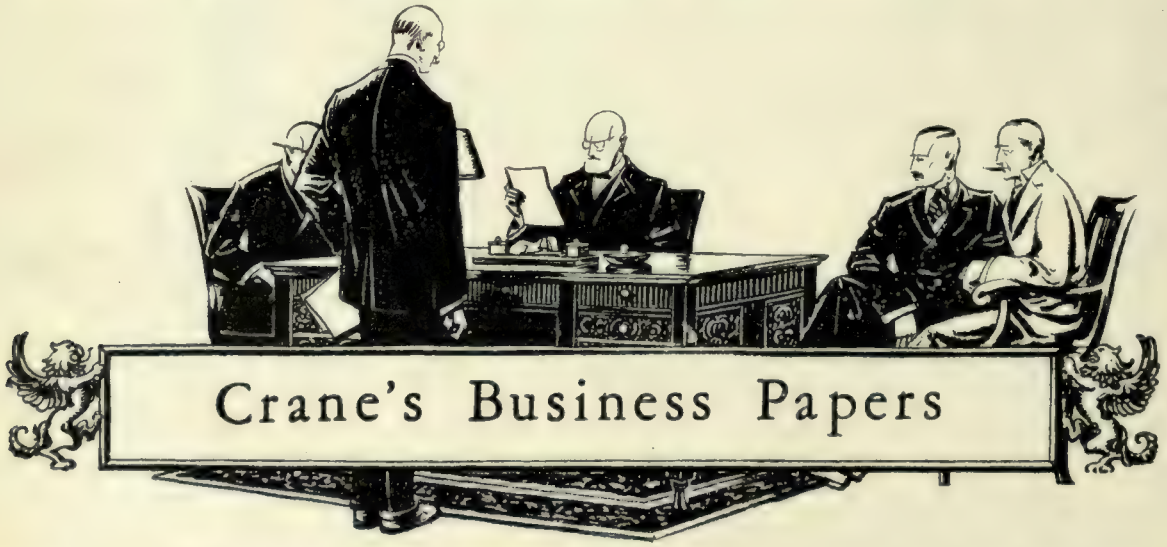
W. BURGESS NESBITT, *President*

"Well, shall we give them the order?" The President looked quizzically at the general manager. All the department heads looked grave and expectant. It was a very important decision the Board of Directors of Gage, Vanderventer and Company had made—to buy complete new furniture for the new offices—everything new from the President's handsome big mahogany desk down to the telephone stand for the Board room.

"This is the largest order for the purchase of equipment which we have ever given out," the general manager began. "But this letter"—he picked up the letter soliciting the order—"is as unattractive a piece of stationery as we have ever received. It shows complete indifference to quality in stationery, at least. How can we be sure they can give us what we want in furnishings since they do not value dignity and good taste for themselves?"

The meeting went on, but the order didn't.

The orders you never hear about are those you don't get. Because your letters are one of the many important influences which affect your business they should be beyond reproach. Standardize your stationery upon Crane's Bond. Made from all new rag stock according to old-fashioned New England ideas of quality, Crane's Bond is perhaps the best business paper in America.



CRANE & COMPANY, INC., DALTON, MASSACHUSETTS

gram, but it is being taken care of out of our office appropriation from the general fund. If you care to apply it against your contribution, we will tell you that it will cost $15 of your hundred. We have no paid solicitors, for there is to be no advertising in the program. Last year you gave us a hundred, of which we applied to the fund just $35, after we had paid the printer 40 per cent, and the solicitor 25 per cent. This year we ask you for 35 per cent less, yet only $15 goes to the cost of printing, and the fund gets $50—an increase from you of 42 per cent. That increase is magnanimous on your part—though it costs you less; your $100 did no work for you as an advertisement last year; it did only $35 worth of work for you as a contribution to charity. This year your gift of $65 will work 87 per cent of its full value for the cause to which you give it.'"

If every merchant who is approached to take care of Orphan Annie were to show the charity-folks how they are paying double, there would be fewer and better programs, and more prosperous charities. There might be enough left for an endowment fund for program-solicitors who find themselves out of work.

Klau-Van Pietersom-Dunlap-Younggreen, Inc.

Milwaukee, will direct advertising for the Frost Fishing Tackle Co., of Stevens Point, Wis.; Pere Marquette Line Steamers, and Peninsula & Northern Navigation Co., the two latter both operating freight and passenger transportation services on the Great Lakes.

Story, Brooks & Finley, Inc.

Have been appointed eastern national representatives of the *Akron* (Ohio) *Beacon Journal* and the *Springfield* (Ohio) *Sun.*

Eugene D. Rogers

Who has previously served as art director for Erwin Wasey and Procter & Collier, has been appointed to the same position in the Chicago office of the George Batten Co., Inc.

William R. Compton Company

14 Wall Street, New York City, Investment Bankers, have appointed the George Batten Co., Inc., to direct their advertising.

Advertising Men's Post, The American Legion

New York, held a luncheon meeting at the Hotel Martinique on June 17. George Hopkins, vice-president of the Charles W. Hoyt Company, addressed the meeting on the subject of "Business Readings: What to Read and How to Use It."

F. J. Stack

Formerly with the Macfadden Publications, Inc., has joined the eastern advertising staff of Fawcett Publications, Inc.

Peck Advertising Agency, Inc.

New York, will act as advertising counsel for Miltiades Melachrino, Inc., manufacturers of Turkish cigarettes.

Reliable Counsellors

The president of a great textile manufacturing concern near Philadelphia asked us to name the man who was best fitted to become their New York representative at a salary of $15,000 a year.

We named the man who is now vice-president and agent of the corporation in question. We didn't do it for money. No bill was rendered to the man or the corporation for a service of this kind. The only thing we have to sell is subscriptions to and advertising space in the American Wool and Cotton Reporter.

We get hundreds of jobs for men in the course of a year, but we don't run a commercial employment agency and we don't make any money out of it, so we don't recommend a man unless he is worthy.

Nor do we solicit or carry any advertising in the American Wool and Cotton Reporter that doesn't belong there. We don't tell a man that there are opportunities for him in the textile industry unless the opportunities are patent. If you can't make a success in the textile industry, we don't want your advertising.

Within a year, a manufacturer of wooden cogs—that is, wooden teeth for big gears—asked us about the possibilities in the textile industry. We told him it offered no outlet for his product. We turned down this advertising—but another textile paper accepted and published it.

If you have something for the textile industry, if your prices and qualities are competitive, come along with us and we will show you something.

Standard 7 x 10 Page **Established 1887**

Charter Member A. B. C.

American Wool and Cotton Reporter

BENNETT SERVICE

Recognized Organ of the Great Textile Manufacturing Industries of America
The Oldest Textile Paper of Continuous Publication in the United States
Largest Circulation in the United States of any Textile Publication

530 Atlantic Avenue **518 Johnston Bldg.**
Boston **Charlotte, N. C.**

To Reach { Lumber Manufacturers, Woodworking Plants and Building Material Dealers use the

American Lumberman

A. B. C. Est. 1873 CHICAGO, ILL.

THE AMERICAN ARCHITECT

A. B. C. Est. 1876 A. B. P.

Compare the editorial contents of all the architectural journals, then you will understand why THE AMERICAN ARCHITECT's circulation is constantly increasing and why it holds a high renewal percentage.

Also why it annually carries the largest volume of advertising in its field.

Further information sent on request.

243 West 39th St. **New York**

ELECTRICAL ANIMATED AND STILL

DISPLAYS for WINDOW, COUNTER, and EXHIBITS

Effective~Dignified
Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.
19 WEST 27th ST. NEW YORK

Can YOU Answer These Questions About YOUR Business?

What kinds of people are buying your goods?

What are their reasons for buying them? (*Their* reasons for buying, not *your* reasons why they ought to buy.)

What kinds of people are not buying your goods?

What are *their* reasons for not buying?

What are the *vulnerable* points of your competitors?

What are your best sales opportunities—your chief points of strength and weakness, and those of your competitors?

What impressions are your salesmen leaving behind them?

What is your consumer turnover?

How much of the business that your advertising creates, or initiates, do you really get?

Can you *answer* these questions, or do you only *guess* at the answers?

You have no right to guess—your employers or your stockholders expect you to *know*.

And you can only know the answers to such questions as these through a scientific survey of your market.

Don't Be Misled!

A competent market survey that will produce results reliable enough to serve as a basis for sales and advertising expenditures *demands* long experience and training and specialized knowledge and facilities.

There are many organizations who *talk* market research and who claim unequalled facilities whose reports are worse than worthless. Their methods are unscientific, their interest is biased and their conclusions unsound.

We have spent years learning our job and perfecting our methods. The result is that today an Eastman report is authoritative and the Eastman organization has admitted leadership in this field.

It's Results That Count!

We have conducted surveys for almost every kind and size of business. In all our experience, we do not know an instance in which the results of an Eastman survey have been challenged, or seriously questioned. The proof is too complete. The results have sometimes been resented, for there are few men who can look disagreeable facts in the face without wincing. But when they get over the shock, they usually take their medicine, and profit by it.

It is our job to get the facts and present them dispassionately, whether pleasant or unpleasant. Brickbats are frequently more useful than bouquets.

What Does It Cost?

Anywhere from a few hundred dollars to many thousands. Every task we handle is planned according to its specific requirements. We will not conduct a survey on too restricted a scale to tell the story. Neither will we waste a client's money on a more elaborate survey than he really needs.

Our organization is equipped to handle any requirement, large or small.

Our charges are either on the basis of a flat charge or a monthly fee plus costs.

As a matter of fact, you are probably already paying for a survey in wasted opportunities. Why not get what you are paying for?

R. O. EASTMAN, Incorporated

CLEVELAND

250 Park Avenue **New York City**

Increasing the Unit of Sale

[CONTINUED FROM PAGE 26]

applied to hosiery, underwear and other lines. In Montgomery Ward's catalogs this year their buyer features as a leader a pair of Japanese pure thread silk hosiery for $1, but when a customer starts to send for them she finds she can only order them in quantities of three. There are other stockings to be bought a pair at a time, but not this particular leader.

Evidently this feature is priced very close and the buyer figured that he could afford to sell them in ¼ dozen units of $3 each. To secure the full advertising value the advertising man quotes them at $1 a pair, although immediately under the price he notes "only sold in boxes of three pairs."

This method of quoting the price of a single unit on an item that is only sold in lots of two or three or more is frequently employed by the mail order houses. At first glance you may feel that this is a species of deception which their customers would resent. In actual practice it does not work out that way. In the course of the year millions of orders are received, but no complaints are made on this score.

ONE of the biggest selling features of a certain mail order house is its page of dress goods remnants. At first these were bona fide remnants, but the idea of selling dress goods in three yard and four yard lengths proved such a powerful appeal that each season this mail order house disposes of $600,000 worth of remnants in this manner.

They could not hope to obtain enough remnants to supply the demand, so today it is a practice for them to buy full length bolts of cloth and have them cut up into so-called remnants.

Here perhaps is a hint that can be applied in some form to your own business. Sometimes you can sell your goods more quickly by quoting them as remnants or broken lot merchandise to be cleared out at a special price than by simply reducing the price to so much per piece or so much per yard.

While the examples of the principle of increased unit selling have been taken from mail order houses, this idea has an almost universal application to all businesses. It is just as applicable to manufacturers selling to dealers as to merchants appealing to the consumer.

Perhaps in your own business you may feel that this principle is working to its fullest extent, but if this is so you are an exception. A closer examination of most businesses is likely to reveal a number of opportunities that have been overlooked.

Like any business principle, this plan cannot be applied *carte blanche* to every item nor to every business. Due to peculiar trade conditions, some merchandise must be sold in small quantities, but that is no reason why everything should be quoted in this manner.

Why Whisper to the Front Row when the Whole Audience is Eager to Hear?

IN the South, magazine circulations are small. The greatest magazine you may choose has a circulation equal to little over one per cent of the total population. Here is a vast audience of twenty-one and a half millions, but only the front row can hear if you try to reach them through magazines alone.

No sane salesman will deliberately turn his back on 99 prospects and whisper his story in the ear of one only.

You *can* reach them through newspapers.

Sell Where Success Is

The total wealth of the South increased 78% between 1912 and 1922. Deposits in Southern banks have jumped from $2,322,000,000 in 1914 to $6,514,000,000 in 1923. Yet the gigantic natural resources of the South are only beginning their development. The South is rich. It is becoming richer every year. Here is a vast market, in many cases a new market, for the trade of the country. Here are people ready to buy, people with money to pay. They can be reached through newspapers.

Newspapers Reach the South

The newspaper is a more potent factor in the South than in any other part of the nation. It is not glanced at and thrown aside. Newspapers find ready and sympathetic listeners. Advertising has its best chance for a friendly reception.

Get the Facts

Those who have goods to sell will want to know more about this tremendous market, its possibilities for them, the ease with which it can be reached, and the merchandising help which the newspapers of the South will give. Write to the Southern Newspaper Publishers' Association at Chattanooga, Tennessee, or to any of the papers listed below.

THESE NEWSPAPERS COVER THE GREAT AND PROSPEROUS SOUTHERN STATES

ALABAMA
Anniston Star
Birmingham Age-Herald
Birmingham News
Huntsville Times
Mobile Item
Mobile Register
Montgomery Advertiser
Montgomery Journal
Opelika News

FLORIDA
DeLand News
Fort Myers Press
Gainesville Sun
Jacksonville Journal
Jacksonville Times-Union
Lakeland Star-Telegram
Miami Herald
Miami News
Orlando Reporter-Star
Orlando Sentinel
Palm Beach News
Sanford Herald
St. Augustine Record
St. Petersburg Independent
St. Petersburg Times
Tampa Times
Tampa Tribune
West Palm Beach Post

GEORGIA
Albany Herald
Atlanta Constitution
Atlanta Journal
Augusta Herald
Columbus Ledger
Moultrie Observer
Savannah News
Thomasville Times-Enterprise
Waycross Journal-Herald

KENTUCKY
Paducah Sun

LOUISIANA
Baton Rouge State-Times
LaFayette Advertiser
Lake Charles American Press
Monroe News-Star
New Orleans Daily States
New Orleans Item-Tribune
New Orleans Times-Picayune
Shreveport Times

MISSISSIPPI
Greenwood Commonwealth
Gulfport & Biloxi Herald

NORTH CAROLINA
Asheville Citizen
Asheville Times
Charlotte News
Charlotte Observer
Concord Tribune
Elizabeth City Advance
Fayetteville Observer
Gastonia Gazette
Greensboro News
Henderson Dispatch
Hickory Record
Kinston Free Press
Raleigh News & Observer
Raleigh Times
Rocky Mt. Telegram
Salisbury Post
Winston-Salem Sentinel

SOUTH CAROLINA
Charleston News & Courier
Columbia Record
Columbia State
Rock Hill Herald
Spartanburg Sun
Sumter Item

TENNESSEE
Chattanooga News
Clarksville Leaf-Chronicle
Columbia Herald
Greeneville Democrat-Sun
Knoxville Journal
Knoxville Sentinel
Memphis Commercial Appeal
Memphis Press
Nashville Banner

VIRGINIA
Clifton Forge Review
Danville Bee
Danville News
Danville Register
Fredericksburg Daily Star
Lynchburg Advance
Lynchburg News
Richmond News Leader
Roanoke Times
Roanoke World News
Staunton Leader
Staunton News-Leader
Winchester Star

VIRGINIA-TENNESSEE
Bristol Herald-Courier
Bristol News

SOUTHERN NEWSPAPER PUBLISHERS ASSOCIATION

"Sell it South Through Newspapers"

A trading zone of more than 300,000 population.

SOUTH BEND NEWS-TIMES

Daily and Sunday

Lorenzen & Thompson, Inc.

National Representatives

New York

Chicago San Francisco

BUILDING AGE and The BUILDERS' JOURNAL

Subscribers have proven purchasing power of nearly two billion dollars yearly. Reaches contractors, builders, architects, etc., of known responsibility. Published monthly for 46 years. Member A. B. C. and A. B. P.

239 West 39th St., New York; First National Bank Building, Chicago; 320 Market St., San Francisco.

BOOT AND SHOE RECORDER

BOSTON

"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 13,423 copies weekly. (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

AJD

The Only "Denne" in Canadian Advertising

We render a complete and intelligent Advertising and Marketing Service for manufacturers who desire maximum results from their efforts in Canada. Correspondence invited.

A·J·DENNE & Company Ltd.

Retord Bldg. TORONTO.

KEEP YOUR COPIES!

At the conclusion of each volume an index will be published and mailed to you.

Determining the Value of a Business Paper

By Roger W. Allen

MEASURING the value of a trade paper gets right down to this point — what publication with genuine reader interest will take one's business message to the largest number of worthwhile present and prospective customers for the least amount of waste effort and expense?

If I were an agent selecting media for one of my clients, or if I were an advertiser selecting my own media through which to reach the largest number of possible customers among worthwhile concerns, I would get three successive issues of the publication under consideration that I felt reasonably certain would be helpful in spreading my business message, and I would read those three successive issues carefully, thoughtfully and analytically.

Before starting to read these three issues I would, however, attempt to bring about a sort of "transmigration of souls." I would try to become, temporarily, one of my own customers or prospective customers, and I would read with their mental attitude.

If under those conditions I found the paper interesting—if it contained suggestions of value to me in my business conduct—if it convinced me that the paper was constructive in its editorial conduct, and the organization behind the publication was genuinely trying to be helpful to my industry—I would then consider that that paper was entitled to very favorable consideration, for I would have partially proved in that way that it was interesting to the people I wanted to reach.

Then I would get from the publisher of that paper dependable information as to the number of years that, say 25 or 50 representative concerns, well worthwhile prospective customers for me, had been subscribing to the paper without interruption.

This matter of reader interest and reader responsiveness—we want to know something more about that. You see, "we are from Missouri," so I would be immensely interested if I could obtain a sheaf of voluntary letters that have come to the editorial department during a recent period. You will notice I refer to letters to that very valuable gentleman in any well organized publishing concern who practically manufactures that part of the publication which makes the other part—the advertising pages—worth buying. I want to know what those letters say, whom they are from, and how they indicate a close following of the editorial policy of the paper.

The issuance of a binder is a significant symptom that the readers want to reserve back numbers of the publication for future reference.

A good number of classified advertising pages indicates to me not only reader interest, but its natural corollary, reader responsiveness, for it is a fact that no classified department can survive and prosper that does not give actual direct answers, and I do not believe I need argue very long for my reader to accept this fact—that a retailer cannot answer a classified ad unless he reads it.

There is not a business paper worthy of the high reputation of the name that is not continuously serving its industry in many ways that never appear in print. In fact, the opportunity for real service to his industry is one of the dividends that the business paper publisher gets in full measure.

MOST worthwhile publishing organizations have a combination directors' room and conference room, which I can assure you is more often used as a conference room with leaders of trade movements in the industry covered by the publication than it is for the purpose of declaring dividends.

Some of us, who are a little older than we wish we were, remember and revere that wonderful business paper publisher, "the immortal John Hill," who had a way of saying things that were very direct. They were not always couched in the most delicate language, but every utterance carried conviction. John Hill had a favorite expression to the effect that "you can't make a stud horse in an afternoon." You can't get 5-10-15-or 25,000 loyal, interested, responsive readers from hard boiled business men and merchants and buyers by just wanting them.

It takes years of effort and expense to build up prestige and reputation, and until a publication gets prestige and reputation, it cannot get and hold any considerable number of paid, interested and responsive readers.

The time to ascertain whether one's advertising campaign has been a success is not two days after the first advertisement appears, but at the end of the year when 52 or 26 pages of space have been used, when one's business can be looked at in broad retrospect. And if business has been good for the year, you can bank on it that your business paper advertising is entitled to a fair share of the credit.

[Portions of an address before the New York Business Publishers Association.]

Our Specialty is Advertising

New Teacher:

"Willie, three oranges from five oranges leaves how many oranges?"

Willie:

"Please, mum, we allus does our sums in apples."

Sometimes an advertiser reasons, "I don't think we better give our account to the X. Y. Z. agency. Its success has been with food products, while ours is a toilet preparation—or, it has had experience with a luxury, while ours is a staple."

If that is true, there is something wrong with the agency. We are sure there is one agency, at least, whose specialty is not foods or toilet articles, not luxuries or staples, but advertising. It does its sums in apples, oranges or pomegranates. It has no prescription or formula. Nothing but an open mind, experience in advertising, and the belief that somewhere in each business is the right way to advertise that business and that the way can be found by studying the business and applying the advertising experience to what is learned.

CALKINS & HOLDEN, INC. 247 PARK AVENUE, NEW YORK CITY

Specialists in Consumer Advertising

WHICH PAPER?

The Strathmore 4-Group Plan Tells

COVERS	BOOKS	JAPANS	BONDS	WRITINGS
THE · EVERYDAY · GROUP				
Bay Path Cover	Bay Path Book	Bay Path Imperial	Bay Path Bond Blandford Bond Strathmore Multicopy Bond	Bay Path Vellum
THE · PRESTIGE · GROUP				
Alexandra Deckle Edge Narrow Width Old Cloister Cover Rhododendron Cover Strathmore Munsell Cover	Alexandra Book Alexandra Deckle Edge Narrow Width Blandford Book	Alexandra Japan	Alexis Bond Saxon Bond	Alexandra Brilliant Strathmore Snowdrift Telanian Extra Super Woronoco Damask
THE · DISTINGUISHED · GROUP				
Old Stratford Parchment Cover Strathmore Deckle Edge Narrow Width	Old Stratford Book Strathmore Charcoal Strathmore Deckle Edge Narrow Width	American Japan Parchment Strathmore Japan	Strathmore Deed Strathmore Parchment Woronoco Bond	Strathmore Script
THE · DECORATIVE · GROUP				
Aladdin Cover Araby Cover Bannockburn Cover Parquetry Cover Strathlaid Booklet Strathmore Brochure Strathmore De Luxe	Strathlaid Booklet Strathmore De Luxe			Aladdin Writings

STRATHMORE EXPRESSIVE PAPERS ARE PART OF THE PICTURE

WHERE TURN

FOR THAT SOMETHING NEW

WHAT new possibilities in "everyday" printing? Where go for "prestige" effects? Where turn for "decorative" effects? How express the "distinguished" message? . . . The new Strathmore 4-Group Plan answers. It answers with paper. It shows which paper can and should be used for each class of printing . . . .Three complete sets of suggestions at three price levels, and a fourth set embracing novelty or decorative papers. All in an easy-to-use presentation. Is your printing falling into that abysmal rut, "the same, old thing"? The 4-Group Plan is a "short-cut" way out. Try it. Which size card? Please mail the coupon.

WHICH SIZE CARD?

The 4-Group Plan Card has been printed on fine Strathmore paper, in 2 sizes;—File, desk. Check which you want (or both, if you wish) and mail to us.

STRATHMORE PAPER CO., MITTINEAGUE, MASS.

Please send Wall size ☐ *Desk size* ☐ *File size* ☐

Send Strathmore Handbook, shows 47 varieties of paper ☐

Name

Address

WHICH STRATHMORE EXPRESSIVE PAPER?

The 4-Group Plan tells

Concerning Making Trade Ads. Make More

ALONG there in Seventeen when Kaiser Bill was clanking his sword the loudest, I had an extra economical streak and took an old overcoat down to the tailor and had it "turned."

It was only the same cloth, the other side out, but the result was a revelation.
The wrong side proved to be a lot the best looking.
Even Mrs. Tuthill accused me of having broken open the children's bank and bought a new coat.

Speaking of which, a year ago a concern doing a reasonable amount of trade paper advertising, asked us to "take over their account" as they expressed it.

Among other things they wanted to do, was use more space and more papers.

Today they are not spending a dollar more for space, and using exactly the same trade magazines.
All we did was turn the coat.

One advertisement produced 700 inquiries and $40,000 of new business in 60 days.

We are not saying we could repeat the performance for you. That on the face of it, would savor of big bass drum beating.

But you might like to have one of us drop around and look your advertising coat over.
Maybe it can be turned. Or it may need fixing with a new one.

TUTHILL ADVERTISING AGENCY

L. W. C. TUTHILL, *President*
1133 BROADWAY, NEW YORK

Are 600,000 Young Women a Market?

600,000 young women members who buy for themselves and their families read The Womans Press in their homes and on library tables.

The 2946 local and 254 national Y.W.C.A. secretaries who control the spending of the $23,000,000 Y.W.C.A. budget also read it, for it is devoted to Y.W.C.A. work and interests.

Isn't a magazine worth your consideration when it reaches a market such as this? Ask for a sample copy.

The Womans Press

600 Lexington Avenue New York

The Newspaper's Next Move

[CONTINUED FROM PAGE 21]

to get rid of that work by shunting the small advertiser onto an advertising agent.

And that, too, has its ludicrous side, when you come to think how few newspapers themselves place their advertising in an agent's hands; how many of them think themselves competent to write and design their own advertising, and how generally flat and uninteresting is the copy by which a newspaper seeks to advertise itself to advertisers.

The sales manager of today who really understands his problem realizes that it is more important that purchasers know how to use profitably the thing he is selling than merely to make sales. Let a consumer know that the use of anything is genuinely profitable to him, and the consumer will be as eager to buy as the salesman is to sell. Indeed, you can't keep such a consumer from buying. Sales, then, become almost automatic.

HENCE the problem of how to use newspaper space profitably is definitely a problem for newspaper publishers to solve: it is their business much more than it is the business of any one advertiser.

Once a publisher digs into his problem from the point of view of the advertiser, he will begin to observe many things that may previously have escaped his notice. He will begin to wonder what chance the small and beginning advertiser has against the great space expanse and the overwhelming smudges of black that too many big advertisers indulge in. When he reaches that point, the publisher will observe, too, that some of his fellows are already a long way ahead of him.

Years ago the *New York Tribune* called in Ben Sherbow and gave him a free hand in cleaning up its typography. Today the *Herald-Tribune* is inviting to the eye and easily read. At about the same time, a group of newspapers represented by O'Mara & Ormsbee, Inc., enlisted Sherbow to prepare an elaborate set of clean-looking, easily-read, persuasively-toned advertisements, just to show what could be accomplished by giving expert thought to advertising typography. Sherbow called his work "Attainable Ideals in Newspaper Advertising" and, even to this day, possessors of copies of that masterly production wouldn't part with them at any price. Too bad that a copy of "Attainable Ideals" isn't at the elbow of every man in America who has anything whatever to do with newspaper advertising.

Just recently *The Sun* (New York) has established standards of cleanliness in appearance that are highly to

be commended. No advertiser is allowed to smudge *The Sun's* pages.

Clean typography in a newspaper helps every advertiser, the big ones as well as the little ones. The reader isn't knocked down and dragged out visually. He isn't insulted mentally. He reads with ease, and every advertiser gets a better chance to meet him.

Typography is only one of the elements that make or break newspaper advertising. Illustrations, the make-up within the advertisement and on the page, and the copy (without which nothing is ever an advertisement) are other high spots that need somebody's attention, and most of all the attention of newspaper publishers—if they are to accept the present-day view that the seller never makes a success unless the man he sells to profits by the transaction.

The principles of typography that Sherbow evolved were not drawn out of the blue sky. Neither were the principles of visualization and arrangement that Ben Nash has evolved. The principles that Robert Updegraff has evolved on finding the big idea for your copy were not drawn out of the blue sky by the studious Robert. Nothing of the sort. All these principles rest in the nature and conduct of old Adam himself and are as ancient as the human race. But Sherbow, Nash and Updegraff dug out these guiding principles and put them into such words and forms that any man with ordinary common sense can see their value, understand their operation and use them in his advertising business.

No advertising medium is universally perfect. No one type of medium meets all advertising needs. But the newspaper, leading in the dollars of business carried, has apparently never taken its own job seriously enough and has not yet looked upon its space-sellers as men who must inevitably be teachers of advertising principles.

Hasn't the day come when the newspaper can no longer ignore that necessity?

Cotton States Advertising Agency

Is the new name adopted by the Kenneth S. Keyes Company, Atlanta, Ga., upon the resignation of Mr. Keyes. Allan C. Gottschaldt has been elected president and Richard Thorndike secretary.

Thaddeus S. Dayton

Formerly manager of the publicity department of the Guaranty Trust Company, New York, and financial editor of the *Baltimore American*, has been appointed associate editor of the *American Exporter*.

D. M. Noyes

Formerly in the national advertising department of the *Chicago Herald-Examiner*, has been appointed general advertising director of *Household Magazine*, with headquarters in Chicago.

Not Read for Pleasure

TO be sure you get to the oil company buyer when he's ready to buy — that's the problem! And because enough people wanted it solved The Petroleum Register was published.

As the only directory and supply catalog in the oil industry it is in daily use on the desks of some three thousand operating executives of major oil companies. It is not read for pleasure. The Petroleum Register is consulted only when information about supplies or a company in the industry is needed.

The Register is good enough that an erstwhile competitor tried to swipe it, and we had to stop him by winning a copyright suit.

Isn't this the strategic place to advertise your products?

Read by the right man at the right time it will tie in your entire advertising and sales effort.

Forms for the Mid-Year issue close July 1st. You'll have to hurry.

THE PETROLEUM REGISTER

Publishers of Oil Trade and Fuel Oil

350 Madison Avenue, New York

CHICAGO TULSA LOS ANGELES

CATCH THE EYE!

Liven your house organs, bulletins, folders, cards, etc., with eye-gripping cuts—get artwork at cost of plates alone. Send 10c *today* for *Selling Aid* plans for increasing sales, with Proof Portfolio of advertising cuts.

Selling Aid, 808 S. Wabash Ave., Chicago

Shoe and Leather Reporter

Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actualy do the buying for these industries. In its 67th year. Published each Thursday; $6 yearly. Member ABP and ABC.

Topeka Daily Capital

The only Kansas daily with circulation thruout the state. Thoroughly covers Topeka, a midwest primary market. Gives real co-operation. An Arthur Capper publication.

Topeka, Kansas

A TAYLOR THERMOMETER ADVERTISES 24 HOURS EVERY DAY

Agents whose clients' products are in keeping with thermometer advertising recommend *Taylor* Outdoor or Indoor Advertising Thermometers. All year round publicity, because of universal human interest in temperature. Write for catalog and quantity prices.

Taylor Brothers Company

ROCHESTER, N. Y. N-38

(Division of Taylor Instrument Companies)

VENEER manufacturers in 4,449 B.C. didn't do much advertising because most furniture manufacturers made their own.

Today, however, the furniture manufacturing industry buys and consumes millions of feet of veneers in a year. Practically every piece of furniture that has a beautifully figured surface of any size—is veneered.

That's why veneers, special inlays, overlays, decorative transfers and the like are advertised extensively in *The Furniture Manufacturer and Artisan.* An especially edited veneer section on tinted stock makes possible an advertising tie-up that produces noticeable results.

It's not hard to find a buyer for the special burl—but your real profit is tied up in regular run of stock. We're helping a good many veneer houses move such stock and increase their profit. Write for a copy of this publication and more information regarding it. You'll find it worth while.

The Furniture
Manufacturer & Artisan
GRAND RAPIDS, MICHIGAN
A. B. C. A. B. P.

DISPLAY advertising forms of Advertising and Selling Fortnightly close ten days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the July 15th issue must reach us not later than July 6th. Classified advertisements will be accepted up to Saturday, July 11th.

In Sharper Focus

Paul Meyer

PAUL MEYER was born in France in 1875, exactly where, he is reluctant to disclose. He was young at the time and possibly has forgotten. However, with the arrival of years of discretion he gathered together his lares and penates and, emulating the example of that other famous countryman of his—Lafayette—came to the United States.

His career in this country started inconspicuously enough at Brentano's book store, where he officiated in the

ambiguous capacity of "clerk." Ambition was strong in Paul Meyer's being, and Brentano's was small. Greater heights beckoned.

In 1900 Paul Meyer organized a small magazine devoted to the interests of the stage. This was a new field for such a publication, but it was a broad field. Although the going was hard at first, the promised results inspired the greatest of effort. *Theater Magazine* of today is the result of that humble beginning.

Mr. Meyer has been recognized and his talents appreciated both by his native land and the country of his adoption. The French Government decorated him as an officer of the French Academy, the highest literary honor to which a Frenchman may aspire, and for eighteen years he has been a representative of the Society of Men of Letters of France. In addition to being the publisher of the *Theater Magazine,* he is a director of both the Advertising Club of New York and the Green Room Club of New York, serving as chairman of the entertainment committees of both clubs. He has acted as secretary of the International Copyright League and was elected chairman of the Sphinx Club for a period of four years.

* * *

Bernard Lichtenberg

By Paul Hollister

"You know," says Mr. Bernard Lichtenberg of 13 Astor Place, "you, who have seen me on the turbulent waters of the Atlantic—you know that I neither gamble, drink, nor smoke; that I never tell untrue stories; that I assiduously seek knowledge by spending all my available time, money and energy in visiting such shrines of culture as the British Museum, the Rodin Musée, the Louvre, the great cathedrals, and all the triumphal arches that cast their shadows across my path."

That is perilously close to reading matter. As a matter of fact, it was our editorial pleasure to observe Mr. Bernard Lichtenberg of 13 Astor Place sitting under a plane tree beside the Champs Elysées, gazing with elephantine contemplation upon the mass of the Arc de Triomphe, whose purple shadows fell across his then path. "What an idea," he observed, and fanned him with his straw sailor, "What an idea." We asked him what the idea was. "What an idea for a health shoe," he went on. "Can't you

H. B. Le Quatte, B. Lichtenberg, L. D. Fernald.

see it, in plangent electricity across the heavens of Paris—*'The Arc de Triomphe, for Tired Feet!'*—Mr. Lichtenberg can never get far from business.

By an odd coincidence, he was born in August, 1892—the month in which Napoleon was born; the year almost a century after a pocket-size Corsican gave the boulevardiers of Paris a whiff of grape. He graduated from New York University a bachelor of commer-

A superb room in enamels and varnishes photographed by Mattie Edwards Hewitt

PHOTO-ENGRAVING helps to "Save the Surface"

How the paint campaigns are vitalized by pictures, reported by James Wallen

IN AMERICA a building or a room is only as good as it is painted. Like the fresh foliage of Spring, paint is a symbol of renewed life.

The stroke of a pen may make or lose a fortune, but the stroke of a paint brush magically enhances property values.

This lesson is being brought before the people in "Save the Surface" and "Clean Up and Paint Up" campaigns. Photo-engravings are utilized to make more powerful and persuasive the verbal argument. No one doubts a picture.

Individual paint, varnish and enamel concerns are following the leadership of the trade associations, knowing that "Your Story in Pictures Leaves Nothing Untold."

The American Photo-Engravers Association is composed of men with pride in craftsmanship, devotion to high principles and a positive knowledge of the appeal of pictures.

The Association booklet, "The Relighted Lamp of Paul Revere," will be furnished on request by Association members or from the Chicago general offices direct.

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

Copyright, 1925, American Photo-Engravers Association

Your story in PICTURE *leaves* NOTHING UNTOLD

SUPPOSE our leading magazines were nothing but type—do you think they'd have circulations up in the millions?

Suppose automobiles, clothing, tooth paste, everything that's advertised—were advertised by the printed word only—!

Pictures always have been, always will be, the strongest *general* appeal. Are you using them?

GATCHEL & MANNING, INC.

C. A. STINSON, Pres.

Photo-Engravers

PHILADELPHIA

Gatchel & Manning Incorporated Photo Engravers

The market that has tremendous sales —and is undersold!

Have you an undersold product?

The following letter from the power plant foreman of one of the country's largest railroad systems is typical of many received

June 1st, 1925.

Power Plant Engineering, Chicago, Ill.

Gentlemen: We have in our Power Plant and Shops several expansion joints the same as figure 6 shown on page 588 of the June 1st Power Plant Engineering.

I wish to requisition several of these joints but have been unable to find out the manufacturer of same. For some time back have been looking through the advertising columns of your paper, and would appreciate it if you can give me the name of the manufacturer of these joints so that I may be able to requisition a number of these joints.

(Name on request)

The joints referred to were made by a manufacturer who has been advertising in Power Plant Engineering for many years. Because he made so much larger equipment his advertising had not recently included this expansion joint.

THROUGH its editors, field representatives and research staff, Power Plant Engineering has gathered, analyzed and informed its advertisers of projected power plant construction and equipment totaling more than $1,275,749,675 in the first half of this year.

In the same period its editorial pages have given to its readers detailed information on 15 power plants representing over $43,476,900 and for additions to which $76,965,000 in orders will be placed.

The leading manufacturers have advertised over 1298 items of power plant machinery, equipment and supplies in Power Plant Engineering—yet hundreds of letters similar to that printed at the left have been answered each month giving more information than the advertising pages carried.

Unquestionably Power Plant Engineering influences the decisions of its 23,242 subscribers who in turn control the purchases for the larger power plants of the country.

We will be glad to assist you to increase your share of this market.

POWER PLANT ENGINEERING

A. B. P. 537 So. Dearborn St., Chicago, Ill. A. B. C.

cial science, took his master's degree there, did his interneship with the Clark-Hutchinson Company of Boston and the Business Book Bureau of New York, and landed, this time right side up and on his feet, in the Alexander Hamilton Institute, where he has been for fifteen years. He is assistant director of advertising, a member of the administrative committee, and a member of the consultant staff, as well as director of the university service of the Institute.

You can't keep a thoughtful coupon-grower down, and his contributions to advertising have forced him into various positions of national authority in his profession: he is a director of the A. N. A., a member of its executive committee, and chairman of its magazine committee. The New York Advertising Club claims him as chairman of its educational essay contest, and as instructor in its space-buying course —and proves its claim with a gold medal. He is writing a book on advertising campaigns which is due to appear Sept. 1. He made a speech at Wembley, as did the Prince of Wales. And the reason for all this lies in the fact that Mr. Bernard Lichtenberg is one of the comparatively few advertising men who are pretty sure that today's theorem is going to be obsolete tomorrow. You don't catch him mouthing grand abstractions, nor crashing the gate on the strength of past accomplishments. The world is moving; he will move with it—not so fast as to tax the intense loyalty he shows to a broad acquaintanceship, but fast enough to stay in the front rank of the job he has elected.

The brothers of Phi Delta Sigma fraternity call him national president. The brothers of Briarcliff and Nannahagan Golf clubs call him a horseshoe golfer. What the brothers of the Economic Club and the Newspaper Club and the Technical Publicity Association call him is of no consequence. What his secretary (and as she points out, no man is a hero to his secretary) calls him is almost unbelievable. For an enormous number of people in this continent, even aye unto the far-flung tents of Los Angeles, call him simply "Ben," and smile with affection when they say it.

Wade Werden

For the past two years with the Chicago office of J. Walter Thompson Company, has joined the staff of the Chicago office of George Batten Company, Inc.

"Farm and Home"; "Farm Life"

Published in Springfield, Mass., and Spencer, Ind., respectively, have been consolidated to appear as a single publication. The first combined issue will be the August one under the name of *Farm Life with Farm and Home Consolidated*, and will be published by Farm Life Publishing Company, Spencer, Ind.

F. C. Spence

Formerly of Austin F. Bement, Inc., and Walker & Company of Detroit, has been appointed sales and advertising manager of the Fruit Products Company of Florida, sales offices in Detroit.

Use of Overlapping Circulations

[CONTINUED FROM PAGE 24]

tively-interested reader is worth many thousands of the rank and file. He is a man on whom advertising can exercise its most effective influence. He is ripe for the harvest, and sufficient well-directed pressure from the advertising scythe will do the job. If there is a means by which you can get at him, not merely once, but twice or perhaps even three times, certainly nothing you can do will ever be more timely and well planned.

It is—or so it seems to me—self-evident that by no stretch of the imagination can that waiting purchaser be pictured as reading the same identical advertisement a second time, just because it appears in a different publication. I know I don't, and I don't think you do.

Why doesn't the large advertiser take this into account in this way, if he feels that he cannot afford to produce more than one advertisement per month? Prepare three advertisements each quarter but produce them simultaneously at the beginning of the quarter. Then, labelling them, respectively, 1, 2 and 3, schedule them as follows:

Magazine	Jan. Advt. No.	Feb. Advt. No.	March Advt. No.
A	1	2	3
B	2	3	1
C	3	1	2

By this method the actively interested prospect would get three differentiated messages in whatever month his interest rose to reading heat.

For a list of four magazines the year could be divided into three periods, and the advertisements inserted as follows:

Magazine	Jan. Advt. No.	Feb. Advt. No.	March Advt. No.	April Advt. No.
A	1	2	3	4
B	2	3	4	1
C	3	4	1	2
D	4	1	2	3

I, for one, want to testify loudly that when I am in the market for a commodity I would appreciate such use of simultaneous insertions. And if the number of times I have heard said, "Oh, yes—I read that advertisement yesterday in ———," has any bearing on the situation, then there are many others of your prospects who, though they have never written in protest, have also been conscious that opportunities are being missed. They have clearly evidenced a willingness to read two contemporary messages from the same advertiser but not to read the same advertisement twice.

Frankly, do you blame them?

Of course, as I carefully explained in the beginning, this suggestion is not the result of extensive experience with advertising; it is only the lay opinion of one of the great public whose pocketbooks and bank accounts must furnish the cash for your dividends.

Yours truly,
A SUBSCRIBER.

"WHO IS THIS FELLOW?"

He's a MOTOR CAR OWNER—the 100 and some odd thousand Rotarians own nearly 110,000 motor cars costing conservatively $175,000,000. In fact, we find upon investigation that a very large percentage of the motor cars owned by Rotarians represent an investment of $1,000 or more each and a considerable number approximately over $2,500 each.

Right here is an extremely intensive field for tires and all kinds of automobile accessories—to say nothing of the replacement sales of automobiles.

He's a fellow worth talking to.

Advertising Manager:
Frank R. Jennings
221 East 20th Street, Chicago

THE ROTARIAN
The Magazine of Service

Eastern Representatives:
Constantine & Jackson
7 W. 16th St., New York

Pacific Coast Representatives: Blanchard-Nichols-Coleman San Francisco, Los Angeles, Seattle
Cincinnati, Ohio: A. Q. Gordon, 28 Pickering Bldg.
Member Audit Bureau of Circulations

Like A Salt-Sea Breeze

Some newspapers are as stuffy as a room which has been closed for years—like "front parlors" used to be. Other papers are full of fresh air and sunshine—responsive to every current of thought in modern life, as stimulating as a salt sea breeze on a summer day.

Such a newspaper is the Daily Herald.

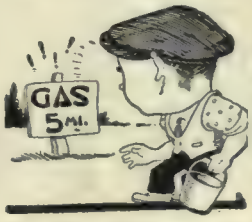
The people along the Mississippi Coast who want a wide-awake, breezy paper take the Daily Herald. They are well able to buy what you have to offer. Sell them through its columns.

THE DAILY HERALD
BILOXI MISSISSIPPI GULFPORT
Geo. W. Wilkes' Sons, Publishers

MOVING?

Be sure to send both your old and your new address one week before date of issue with which the change is to take effect.

When You're Stuck—

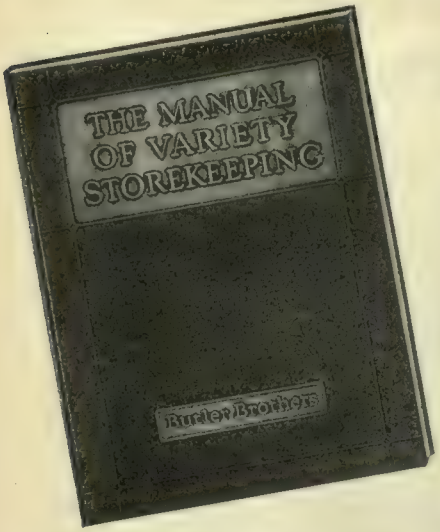


Cram Cuts will help you out. They pep up booklets, house organs, sales bulletins, etc. One dollar each, less in quantities.

Our proof-sheets contain hundreds of illustrations that will give you many good ideas.

Write for them to Department B 109.

The CRAM STUDIOS
Muskegon, Michigan



How would your catalogue appear in an Art-Leather Cover?

WOULD the value of your catalogue be enhanced with a Smith-made Art-Leather Cover? Would it look more attractive to the buyer; would he use it more frequently; keep it on his desk or put it in his files? Would it make him instinctively use your catalogue when placing orders? In a nutshell, would it help you build larger sales for less money?

The answer to all of these questions involving the value of the catalogue, its cost, what it will do and how it will appear can be quickly answered.

Simply send us a copy of your catalogue and tell us how many you issue. Without any obligation to you, we will put a Smith-made Art-Leather Cover on it; suggest a coloring and embossing arrangement and submit prices. The low cost will surprise you.

You owe it to your business to investigate this newer method of stimulating catalogue sales. Send us a catalogue to-day so that we can put the complete picture before you without delay.

During recent months, we have made more than 150,000 Smith-made Art-Leather Catalogue Covers, Salesmen's Portfolios, Display Cases, Window and Counter Signs for:

Audit Bureau of Circulations
Brunswick-Balke-Collender Co.
*Butler Brothers
***Devoe & Raynolds Co.
**First National Bank, Chicago
Hart Schaffner & Marx
*****John A. Hertel Publishing Co.
B. Kuppenheimer Co.
***La Salle Extension University
Mansfield Tire & Rubber Co.
***Morgan Sash & Door Co.
*****National Tailoring Co.
***Peck & Hill Co.
**Joseph T. Reyerson Co.
******Stone & Field Corporation
United States Military Academy
Western Printing & Litho. Co.

(*) Indicates number of repeat orders.

THE S. K. SMITH CO.
442 NORTH WELLS STREET
CHICAGO, ILLINOIS

Investments

Two or three times a year, I devote an hour or two to a study of my investments. The last time I did this, I made a list of the various industries in which I am financially interested. Here it is: Gas, oil, steel, tires, automobiles, shoes, sugar, wool, collars and shirts, white lead, zinc, railroads.

"There is diversification for you," said I to myself. "Twelve different industries! Twenty-two different companies, all of them well managed, all engaged in the production of the necessities of life."

For a minute or two, I felt quite content. Then this thought came to me: Are these industries basically different? To my surprise, I found they were not. Three of them—oil, tires and automobiles—were really in one group. Zinc and steel were more or less identified with that group. Shoes, collars, shirts and wool were in another group. Gas was in a class by itself. So was sugar. The railroads in which I own stock are all located in the same section.

I shall have to revise my list. It is not perfect—or anywhere near it.

A One-Track Mind

"Let me off at Deepdene Road, please," I asked the man in charge of a one-man car in a Baltimore suburb.

He applied the brake and brought the car to a stop. "What say?" he asked.

I repeated my request. The car proceeded.

"Pretty cool for this time of year," I commented.

Again he applied the brake. Again the car was brought to a stop. "What say?" he asked.

It dawned on me there and then that if I asked any more questions or made any more comments, the car would never get to the end of the line. So I quit.

Such Is Fame!

In one of the New England States is a pretty village where live perhaps half a dozen men and women who enjoy a certain measure of fame.

A friend of mine spent a pleasant ten days there last fall. He knew one of the local celebrities. One morning, A and his acquaintance B went for a stroll. "There," said B, pointing to a modest white house on a 75-foot lot, "is where C lives." C, let me say, is a novelist whose name is known to every intelligent American. A little later, B pointed to another house, equally unpretentious and said, "D lives there—the portrait painter, you know." Other homes of men and women whose names are known to most of us were shown during the morning.

Finally, A and B reached the outskirts of the village. On the side of a hill, ahead of them, was a white marble palace—a thing of rare beauty in an equally beautiful setting of green lawns and fine shade trees.

"Who lives there?" asked A.

"A man named Blank," said B.

"Never heard of him," said A. "Is he a painter or a writer?"

"Oh, no," was the answer. "He invented a patent cork."

Back to the Old Brand

As often as the next man, which, I imagine, is pretty often, I "fall" for the cut-price offers which certain manufacturers of—well, let us say cigarettes, make—"to win new friends." When the excitement is all over, I go back to my old brand. Most men, I believe, do likewise. What's the moral? Just this: That goods which can only be sold, in large volume, at a substantial reduction from their regular price, lack that "something" which spells satisfaction to the consumer.

Passports

When I commented on "all the bother" there is in connection with going abroad nowadays, the man who was photographing me for passport purposes said: "You forget! There used to be only one world. Now, there are two—the world of the Bolshevist countries and the world of the capitalist countries. The Bolshevists don't want visitors from the capitalist countries. Nor do the capitalist countries want visitors from the Bolshevist countries. Passports are necessary."

They are, but getting them is a nuisance. Whenever I hear the word, I think of a man I know whose father, every year or two, would awaken his wife about six o'clock in the morning and say, "Get up, Mary! I've made up my mind to sail on the *Mauretania*. She leaves at eleven. We can make it if we hurry a bit." He did not have to bother about passports, visas or sailing permits.

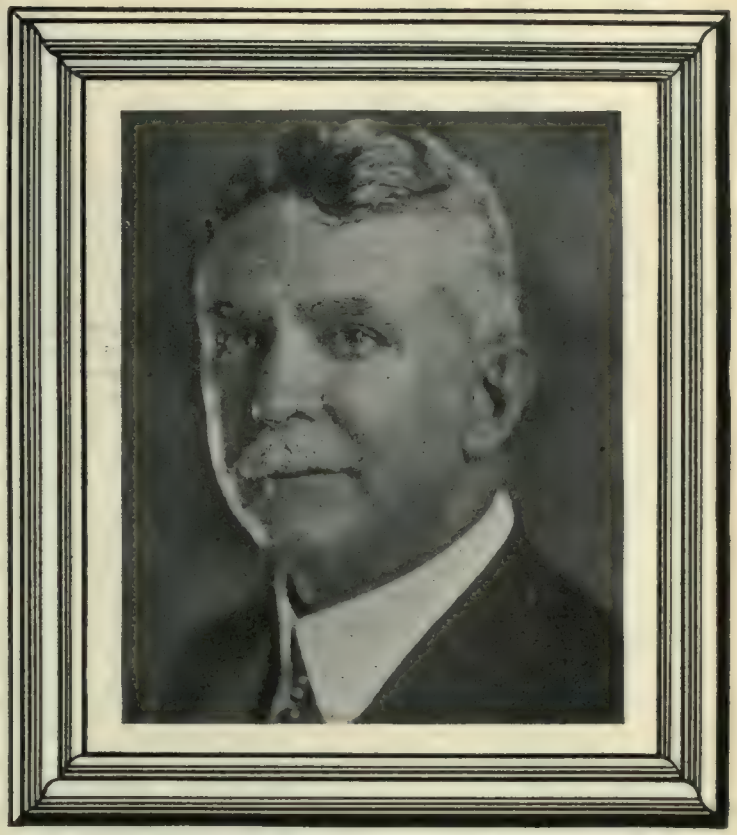
JAMOC.

If Every Agency Man knew what every hardware man knows, Hardware Age would be on every hardware list.

The Human Side *of a* Great Business Publication

Back of every great enterprise is a human element contributed by those men whose experiences and personalities are reflected in that enterprise.

This is the element that molds opinion, creates good will and makes or mars its success.



Saunders Norvell, Contributing Editor

NO single personality stands out more strongly in the realm of hardware merchandising than does that of Saunders Norvell. He might well be called salesman-extraordinary and advisor-plenipotentiary to the hardware trade of America.

Norvell grew up with the hardware industry. His experiences range from sage brush towns to cities and from stage coaches to pullmans. He has been a stock clerk, traveling salesman, sales manager, vice-president and finally president of a nationally known wholesale hardware house. For thirty years he was active in hardware distribution; for the past ten years he has viewed the hardware business as would the coach of a great athletic team, from the sidelines.

Today he is placing his wonderful fund of merchandising thought and experience at the service of HARDWARE AGE readers. In an unusually forceful, yet intensely human way, he brings to them the history, the romance and the traditions of hardware, interspersed with practical solutions of their business problems.

As a stimulator of thought, Norvell has few equals. Well educated and widely read, yet he talks a language clearly understandable to his readers. Forceful, yet kindly; experienced yet considerate; witty, yet not satirical, he instinctively goes to the very heart of the subjects he discusses.

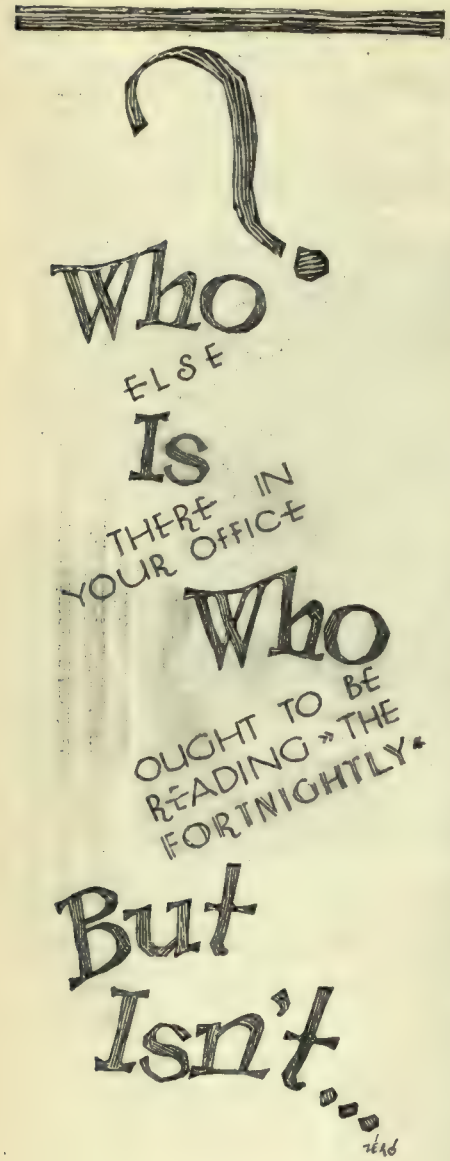
The personality of Saunders Norvell is a big factor in maintaining that intangible human background which makes HARDWARE AGE a leader in the field of business publications.

"The Most Influential Hardware Paper"

Hardware Age

A.B.C. A.B.P.

239 West 39th Street New York City



Gently place a pen in his hand and point your fore-finger below

ADVERTISING AND SELLING FORTNIGHTLY,
9 East 38th Street,
New York, N. Y.

Enter my subscription for one year (26 issues) at $3.00 (two years for $5.00).
Send me bill after I receive the first issue.

Position
Name
Company
City
Address
State

Sales Manuals That Make Good

[CONTINUED FROM PAGE 18]

3. *Relation of Goods to Rest of Dealer's Stock.*—The ideal salesman's manual is a handbook on successful retailing rather than a mere manufacturer's family portrait album. One weakness common to many manuals is their failure to recognize the fact that the dealer handles *many* lines of goods, and the manufacturer's line must be considered in its relation to the rest of the dealer's stock. The manufacturer's goods are the only thing in the world to *him;* to the dealer they are not.

To the hosiery salesman, the shoe dealer says, "That's fine, but will people really buy stockings in a shoe store?" The ideal sales manual will give the answer.

To the clothing salesman the dealer objects, "But if I put in your lower priced goods in addition to my present line, won't it lose me sales on the higher priced goods?" That, too, should be considered and met in preparing the sales manual.

One of the best sales manuals I have seen was gotten up by a man who set out to produce a book so good in its general helpfulness to the dealer that he would buy it if it were published in the regular way. He then injected his own product in the appropriate places. This sales manual is rich in suggestions on meeting such problems as "The Winter Slump," "Facing Cut Price Competition," "Getting the Vacation Trade Before it Goes Away," etc.

4. *Advertising.*—The full treatment of this subject alone would take thousands of words. We condense into a few of the most salient points:

(a) If the advertising is in the magazines only, break down the circulation reached into the local figures. The dealer is more impressed by the fact that you are reaching 2000 people locally than by a national circulation 200 times as big. Again, these figures are best when made most graphic. "We reach one out of every three buyers in the average city," is the way one manual puts it. Another manual shows an airplane view of a typical city in which the dotting of red roofs indicates the percentage of homes reached by the manufacturer's magazine advertising.

(b) Old manufacturers will often do well to remind the dealer that their advertising has been going on for years. One company in its sales manual shows a few specimen proofs of advertisements dating back to 1893. The salesmen use these to remind the trade that an accumulation of years of publicity beats a mere year or two at advertising.

(c) In many cases it pays to dwell on that part of the advertising which directs readers to the dealer's store. Perhaps merely ringing this part of the advertisement with a red pencil will be sufficient. In some cases the consumer advertising may be so completely focussed on the dealers that a special section is advisable to develop the importance of this to the trade.

(d) Many sales manuals merely show photographs of dealer helps—display cards, racks, etc. One sales manager attributes his success in getting dealers to use auxiliary advertising material to the fact that his sales manual shows photographs of these helps in actual successful stores. This implies real value and plays up to the dealer's desire to follow the leader.

5. *Methods and Processes of Manufacture.*—There are always cases where the method of manufacturing the goods is of interest to the dealer. Mere photographs of processes may be effective, but such pictures are usually doubly valuable if tied up to some point or other picture which indicates a sales making feature for the dealer. For example, a paint sales manual shows a photograph of a manufacturing process and there beside it is placed a diagram with a brief explanation that this process assures freedom from blistering when the paint is applied.

One advertising manager was asked to work out a graphic method of showing certain manufacturing processes to the trade. To do this adequately called for larger pictures than the sales manual would accommodate. Finally he discovered that a collapsible frame could be secured and used in connection with stereographic photographs. The whole outfit could be carried in an overcoat pocket. The novelty of this sales equipment assisted materially in acquainting the trade with the processes used in this particular plant.

6. *Specific Coverage for Certain Classes of Trade.*—Manufacturers in many cases sell to several very different classes of outlets. If the product is sold, for example, through both druggists and hardware dealers the selling approach may be radically different with one type of dealer than with the other. To straddle the issue with a general approach may rob the sales manual of much of its value. Two methods are commonly used to overcome this danger. In some cases two, three, and even four introductions

start off the book. The salesman uses the one appropriate to the dealer on whom he calls.

In one case the manufacturer's two classes of trade are so different that a separate sales manual is used for each. The old "general" manual was not brass-tacksy enough, and was therefore used but little. The new individual manuals are so specific and helpful that they seem to be used in almost every real sales interview.

7. *Answering Objections.*—This is a subject which may be handled in the sales manual but is often better when worked into a separate book. A sales manual I once used had answers to objections directly following the prices and discounts. In the case of several prospective customers we were looking at these terms when the dealer idly flipped to the next page and got the inside dope on how I was to answer his objections. I came in for a lot of kidding which got us off the main track to say the least. If the sales manual is to be opened up in front of the trade I believe that "inside stuff" and answers to objections should be omitted or printed separately. This obviates any risk of their being seen by the dealer.

8. *General "Success" Talk.*—Included in many sales manuals are impressive items such as these: a list of famous users — sportsmen, millionaires, national figures, authorities, etc., pictures of goods being used by prominent people or installed in their homes or offices, fac-simile testimonials, records of spectacular performances, etc. If the house is the leader in its line, graphs may show its total business in comparison to the sales volumes of its competitors.

[This is the first of three articles on sales manuals. The next installment will deal with the physical form of the sales manual.—EDITOR.]

Royal H. Miller

Formerly export manager of McElwain, Hutchinson & Winch, Boston, and Hannahsons Shoe Company, Haverhill, Mass., has been appointed export manager of The Turner & Seymore Manufacturing Company, Torrington, Conn.

Edwin W. Birr

Until recently connected with Rogers & Company, Chicago, has been elected secretary of the Union Bank Note Company, Kansas City, Mo.

K. L. Hamman

Oakland, Cal., advertising agency, which includes the Johnson Ayres Company of San Francisco, announces the affiliation of the L. S. Gillham Company, Los Angeles. The separate identity of the Gillham Company will be retained and the Los Angeles and Salt Lake City offices will be operated as a complete agency unit. L. S. Gillham will remain in active charge of his own company and has been appointed vice-president of the general affiliated organization.

Courtesy of Federal Advertising Agency

For those who do not want to follow the crowd, but want the crowd to follow them — advertising art of every type by

ZERO

A free lance artist

9 East 38th Street, New York Caledonia 9770

Public school buildings in Erie are valued at over $6,000,000. The educational system is pronounced one of the finest in the country.

Forty-five and six-tenths per cent of Erie residents own their own homes.

Diversity of industries gives continuous prosperity.

Erie presents a well worth while market.

Investigate.

THE DISPATCH-HERALD

CHAS. H. EDDY & COMPANY
National Advertising Representatives
New York Chicago Boston

The Advertiser's Weekly
The Organ of British Advertising

The only weekly paper in the British Empire exclusively devoted to Publicity.

The only Advertising Publication in Great Britain giving audited net sales figures.

Published for all who wish to be informed on British advertising and its development.

Subscriptions $5 annually, post free.
Advertisement rates on application to
New York Office
9 E. 38th St. N. Y. City
or
New England Office—c/o Mr. Frank E. Willis, 148 State St., Boston, Mass.

What Is Wrong With Retail Advertising?

[CONTINUED FROM PAGE 28]

nouncements that these articles are on sale, yes. But is there any real selling talk—and real description of the merchandise—anything that would make you feel an irresistible urge to go down and buy that particular article? If there is, the advertisement is exceptional, for these factors are not to be found in the general run of retail copy.

IN the first place, it is seldom that any retail advertisement stands out from the page on which it appears and, therefore, it suffers sadly by comparison with the news features for which the paper is bought. We hear a lot about "advertising being news"—but not one person in a hundred buys a newspaper because of the advertising it contains. The paper is bought because people want the details of the news which it contains or because of the comic strips, serial stories or other features which are a part of its make-up or—and here is the biggest reason of all—because it is their habit to buy such and such a paper and it is only upon rare occasions that this habit is broken. If advertising of a store appears in the columns of this particular paper, well and good. It may be glanced at or it may be overlooked. But, unless there is something *distinctive* about it, unless there is something that makes it stand out from the other copy, that makes it compete with the interest of the news and the features which surround it on every side, it will *not* be read.

In addition to a lack of sufficient attention to layout and illustration there is also an almost total absence of the human interest element which could be so easily supplied if even a slight degree of attention were paid to it. The great majority of those who prepare retail copy seem to feel that a bare statement of facts is all that is necessary. "List the merchandise, give the prices and let it go at that" seems to be the slogan of the craft—in spite of the conspicuous and outstanding successes of copy like that of Rogers Peet (which is too well known to need description) and the Macy series of human interest editorials which have produced more results per line of copy than any other continuous retail advertising in the country.

Human interest is an absolute essential of retail advertising. The public does not buy newspapers to find out that Mr. and Mrs. Jones have been married fifteen years and are still living happily with each other. They buy it because they are interested in the details of the marital troubles of Mr. and Mrs. Smith who, in spite of the fact that they have also been married for a decade and a half, come to a parting of the matrimonial ways. The public doesn't buy newspapers because it is interested in knowing that Amundsen is staying quietly at home, but because of its interest in his air-dash to the Pole. In other words, the public wants *news* and news is the unusual, the exceptional, the out-of-the-ordinary—in short, the interesting. Cleopatra being bitten by an asp was a big news story of its time, yes. But think how much more of a story it would have been if Cleopatra herself had bitten the asp.

The same principle is just as applicable to retail copy. The fact that a store has mattresses for sale is not news, because it is expected to have them. But the fact that these mattresses are unusual in construction, exceptional in their sleep-inducing qualities, remarkable for their wear and extremely attractive in their appearance *is* news—for the simple reason that so few stores stress these points.

RIGHT here, retail advertising has a lot to learn from national advertising. You never see Simmons advertising their mattresses simply as mattresses. They give details about them. They tell how they are constructed. They show how and why and where they are better than other mattresses. The same type of copy is available for retail stores in many lines. But far too many of them overlook it and pass it by in favor of a flock of generalizations and dishwater phrases which mean nothing and have no sales punch whatever.

These are a few of the reasons why retail advertising is not being read.

But why are retail advertisements not being believed?

The principal reason for this is because stores as a whole have undermined the confidence of the public through their insistence on featuring cut prices and "sales" of various kinds. They seem to feel that there is no longer any appeal in the regular price at which an article should be sold but that sharp reductions must be made in the advertised value before the public will pay any attention to the copy whatever.

Only recently I had a striking example of this. I asked my secretary to take the two Philadelphia afternoon papers and to clip from them all the advertisements which contained the one word "sale." As it happened she did this on a Tuesday afternoon and Tues-

Who Wants to Sell 558,000,000 Sq. Ft. of Wall Board?

Some order! But here is the story.

The Farm Journal has found that the average consumption of wall board among its more than 1,200,000 subscribers should be 465 sq. ft. per year. It has also learned of more than 50 different uses for wall board on farms.

Who wants to sell over one-half billion square feet of wall board annually to The Farm Journal subscribers? The market is there for immediate cultivation. Here are over 1,200,000 rural families who should be told the manufacturers' story of wall board.

Bear in mind that more farm building improvements have been made in the last few years than during the previous half century. This fact is important not only to manufacturers of wall board but to all manufacturers of building materials, furniture, furnaces, lighting systems and other products that add to the comfort and attractiveness of farm homes.

And manufacturers of wall board and other worthy products can reach more than 1,200,000 rural families through the advertising pages of The Farm Journal at a cost of less than one-quarter cent per page per family. Now is the time to start your advertising.

The Farm Journal

first in the farm field

PHILADELPHIA NEW YORK CHICAGO BOSTON SEATTLE SAN FRANCISCO LOS ANGELES

Unlimited Luxury At Limited Cost

1200 Rooms With Bath - 475 Rooms at $4 and $5

Guests of the Book-Cadillac pay no premium for the superlative comforts and service they enjoy at Detroit's finest hotel.

Exceptional facilities both in number of guest rooms and in the wide variety of restaurants allow an unusual combination of quality and low price.

Sample Rooms $5 and $8 per day

Special $1.25 Luncheon and $2.00 Dinner served in English Grill and Blue Room. Club Breakfast, 85c and $1. Eighteen shops and broker's office in building; Barber Shop and Beauty Parlor operated by Terminal Barber Shops; Private Conference Room.

The

Book-Cadillac

HOTEL COMPANY - DETROIT

ROY CARRUTHERS, *President*

WASHINGTON BOULEVARD AT MICHIGAN AVENUE

Advertising and Selling Fortnightly
9 East 38th St.
New York, N. Y.

Please send me the following bound volumes at $5.00 each:

- ☐ **Volume I, May 9, 1923, to Oct. 24, 1923.**
- ☐ **Volume II, Nov. 7, 1923, to Apr. 23, 1924.**
- ☐ **Volume III, May 7, 1924, to Oct. 22, 1924.**
- ☐ **Volume IV, Nov. 5, 1924, to Apr. 22, 1925.**

I enclose check to cover.

Name .....

Address .....

City .....

Bound copies of Volume IV are now ready. The volume is cross-filed under title of article and name of author, making it valuable for reference purposes. Price $5.00 each, including postage.

A few copies of I, II and III available at the same price.

day, as you know, is not a "sales day." It isn't even a heavy advertising day, as are Fridays and Sundays. But when she laid the batch of clippings on my desk, I found that there were 197 "sales" advertisements and very few duplicates! There were 197 different sales advertised to the public of one city on one afternoon in two newspapers and there were, by actual count, eighty-three different adjectives used in connection with these events. There were "shoe sales," "sales of men's and women's clothing," "sales of lingerie," furniture, socks, millinery, jewelry, radio and practically every other line in the catalog of retailing. In addition, there were "momentous" and "epochal" sales — sales that were "monumental," and sales that were "gigantic"—sales that were "unprecedented," and sales that were "unparalleled." Every adjective in the dictionary—every blurb that had ever been used by a circus press agent and patent medicine vendor of days that are past was dragged down from the shelf, dusted off and pressed into action.

IN the face of this—in the face of these 197 different sales announcements on one single afternoon—is it possible to maintain that the people of Philadelphia still believe that there is truth in all and every advertisement? Is it logical to expect that they placed complete and unswerving confidence in each and every one of these 197 announcements—that they read into the eighty-three different adjectives the meaning given them by the dictionary?

You know they did not. You know that the public as a whole is rapidly drifting back to the old days when the expression "It's only an advertisement" was accompanied by a knowing shrug of the shoulders which said only too plainly "Why put any faith in that?"

I am speaking only of retail advertising now, not of national advertising. The public is convinced of the reliability of at least the great majority of the national advertisements which it reads. It has been educated to a realization of the fact that no manufacturer can continue to spend hundreds of thousands of dollars every year in an attempt to put over an enterprise which is itself unsound. But, because of the local characteristics of retail advertising and because of the insane desire of stores to compete with each other in the matter of sales, the public is losing confidence in retail advertising and is relying more and more upon those stores which abstain from the flamboyant, red-fire type of publicity.

It is necessary for stores to hold sales occasionally. They have to do it now and then to get rid of overstocks or of articles which have outlived their style usefulness. But there is not and cannot be any justification for weekly and almost daily sales. It may build volume for the moment—just as a shot in the arm will increase one's energy

for the time being—but the inevitable reaction is the same from each species of artificial stimulant.

Another reason for the lack of belief in retail advertising is the insistence of retail advertisers upon a display of price and an emphasis upon this rather than upon quality and service. The mail order and automobile type of copy form excellent examples of success which can be achieved through the use of other selling points. Run through a mail order catalog and see how the goods are advertised. True, the prices are often displayed in large type so as to catch the eye of the hurried reader who is interested primarily in knowing what the goods cost. But, in addition to this, there is invariably a brief, carefully worded description of the article itself—a description which is packed with meaty adjectives and which serves as a foundation for the price superstructure. Automobile advertising is along the same line. The price is mentioned but, before one gets to this, there are a few lines of real selling copy which serve to whet the appetite for the car itself—copy which tells in detail some of the outstanding features about the machine and why it is desirable to own one.

This, then, is what is wrong with retail advertising—that it is not being read and that, even when read, it is not being believed.

The obvious remedy is to secure interest and to build up confidence.

THE first of these objectives is possible through a brightening up of the illustrations, the use of a new technique, the livening up of the copy, the use of *news* (either inside of the store or outside) as a lead and a presentation of more details about the goods. The public, we are sometimes told, is not interested in details. It wants headlines only and the majority of retail advertisers attempt to supply these and let the story go by the boards. But that it pays to insert even a comparatively long description of the merchandise has been proven so often that there can be no question of the efficacy of this method. Merely as one example, I know of two men's furnishings stores situated within a block of each other which recently advertised men's shirts. The quality was about the same. The prices were almost identical. The first store contented itself with a headline statement as to the number of shirts it had bought and the prices at which they were sold. The second store used as an illustration a well drawn picture showing one of these shirts in detail with lines radiating out from it so as to illustrate ten features of excellence about the cut of the garment, the neckband, the cuffs, the buttons, etc. This store sold three shirts to every one disposed of by the the "headline advertisement," in spite of the fact that it used, by actual count, a space 150 lines less than that which its competitor purchased for the same sales event.

The point I want to make here is

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that people *will* read descriptions, provided they are at all interested in the merchandise. I am not saying that you could sell a $3 shirt for $5 merely by giving a detailed account of the different points of excellence connected with the garment. But I *know* that you could sell far more $3 shirts at $3 by describing them than you could sell at $2.49 or even $1.98 through a blind reliance on the supposed efficacy of comparative prices.

In order to secure confidence it is necessary that retail advertisements should be frank and that they should understate rather than exaggerate. In addition, a considerable amount of direct mail work is advisable if only for the reason that so few stores go in for this on the proper basis.

But possibly the most useful adjunct of all in restoring lost confidence is a carefully planned and well carried out campaign of institutional advertising—copy designed to sell the store rather than the goods and to build prestige for the future rather than volume for the present. Careful examination of the sales records of a large number of department stores shows that the sales of advertised goods do not amount to more than 15 per cent of the total sales volume of the store, and in many cases this figure is considerably lower. If 85 per cent of the sales are made on goods which are not advertised, it follows that these result from the visits of people who are in the habit of coming to the store or who came there because they were attracted by the other advertising. Institutional copy—prestige advertising—can be depended upon to increase the regular attendance and is extremely valuable in building trade, good will and confidence for the future.

Today there *is* something wrong with retail advertising, but I firmly believe that the moment stores generally analyze the situation and apply the necessary remedies they will find that their copy pays them as handsome dividends as any which are returned by the advertisers in the national field.

Schwartz Advertising Agency

Hartford, Conn., has moved into new quarters at 76 Pratt Street. Albert R. Dwyer, formerly of *The Hartford Courant*, has been appointed manager of the new office.

The Greenleaf Company

Boston, will direct advertising for the Waldorf System, Inc., a chain of restaurants throughout the East; the Moore Pen Company, and the Doten-Dunton Desk Company.

J. H. Cross Company

Philadelphia, will act as advertising counsel for the Lakeland (Fla.) Chamber of Commerce.

H. E. Lesan Advertising Agency, Inc.

Will direct advertising for Sherman & Sons Company, New York, white goods, dress goods and bedspreads.

Advertising Calendar

JULY 4-8—Fourteenth District Convention, Associated Advertising Clubs of the World, Harrogate, England.

JULY 16-18 — American Photo-Engravers Association Convention, New York.

JULY 17 - 18 — Conference, Better Business Bureaus of Pacific Coast, Seattle, Wash.

JULY 20 - 22 — Convention of the Pacific Coast Advertising Clubs (Twelfth District) at Seattle, Wash.

SEPTEMBER 22-25—National Better Business Commission, Indianapolis, Ind.

OCTOBER 1 - 4 — International Congress of the Business Press, Paris, France.

OCTOBER—6-8—Convention of Window Display Advertising Association, Chicago.

OCTOBER 12-13—First district convention of Associated Advertising Clubs, Springfield, Mass.

OCTOBER, 14-16 — Financial Advertisers' Association, Columbus, Ohio.

OCTOBER 26-27—Convention of Mail Advertising Service Association International, Boston, Mass.

OCTOBER 28-30—Convention of the Direct Mail Advertising Association at Boston, Mass.

NOVEMBER 16-18—Annual Meeting, Association of National Advertisers, Inc., Washington, D. C.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.

W. I. Tracy

New York, will direct advertising for the Pantasote Company, Inc., same city, and the Standard Furniture Company of Herkimer, N. Y.

Richard M. Graham

Formerly with the western office of the Review of Reviews Company and the Chicago office of The Century Company, has become associated with the Chicago office of Powers & Stone, Inc., publishers' representatives.

"Snoboy"

Is the new brand name adopted for fresh fruits and vegetables by the Northwest Fruit Distributors, Seattle, Wash., a nation-wide fruit marketing organization.

Moorhead Sign & Advertising Service

Has been organized in Tampa, Fla., by Jack Moorhead, formerly with the field force of the Postum Cereal Company.

Morse International Agency

New York, will act as advertising counsel for H. Planten & Sons, same city, distributors of Red Mill Haarlem Oil.

Ralph Harris

Formerly advertising and publicity manager of Stewart and Company, Fifth Avenue specialty shop, and before that service manager of the Biow Company, Inc., has been appointed sales promotion and publicity director of the Retail Research Association, to take effect on Aug. 1.

Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Business Opportunities

MAILING OPPORTUNITY

Mail order organization mailing 30,000 catalogues to list of active farmer buyers, mostly New England States, about August 1, will consider enclosing circular matter of non-competitive lines at attractive rates. For particulars address The Orchard and Garden Supply Co., Northampton, Mass.

Opportunity to get your goods to attention of our list of 40,000 of the country's best consumer buyers through direct by mail circulation, at small cost; write for details. John N. Smith Publishing Corp., 154 Nassau St., New York.

HOUSE ORGANS AND PUBLICATIONS

Modern printing plant (located in Pennsylvania district), equipped with Miehle cylinders up to 66 inches, desires to contract for a few more house organs or publications; to those who are interested we offer a real service and moderate prices. Box No. 283, Adv. and Selling Fort., 9 East 38th St., New York City.

Miscellaneous

AGENTS' names neatly typewritten from our one day old inquiry letters. Price right.
K. WORLD
166 W. Washington, Chicago

Service

FOR $5.00
12 collection letters, complete system. Results or money refunded. Fair
Box 279,
Danville, Virginia

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
14 West 40th St., New York City.
Telephone Penn. 3566.

LET ME WRITE YOUR LETTER!—IT WILL PAY YOU BETTER!

I write letters that produce profits, business, orders, remittances, collections, positions!—Reasonable. Write—HENRY BAUMANN. 1936 Grove St., Brooklyn, N. Y.

COPY and LAYOUT
for
Booklets, Folders, and
Publication Advertising
— Also Sales Letters —
with Special Appeal to WOMEN
ANNE LANE, 125 West 16th St., New York

Position Wanted

ADVERTISING MAN—PERSONAL SERVICE

Forceful writer; 10 years' successful experience; know space, art work, engineering, printing; part time basis. Box No. 285, Adv. and Selling Fort., 9 East 38th St., New York City.

ARTIST desires permanent position, successful talent and valuable experience in advertising art work. Agency, printing, engraving and litho house experience. $75. Box No. 281, Adv. and Selling Fort., 9 East 38th St., New York City.

Help Wanted

ADVERTISING SALESMAN to sell our direct mail syndicated advertising service to business and professional men; splendid opportunity for right man; permanent future; if you are used to earning $500 or more monthly on commission basis and desire to improve your position we have the ammunition. The Service System, 442-444 Elizabeth Ave., Newark, N. J.

CAN YOU SELL ADVERTISING BY MAIL?

An established business publication believes that a substantial volume of advertising can be sold by mail—principally to new advertisers, small advertisers and advertisers that it is not geographically convenient for the salesmen to call upon. If you have had experience selling advertising by mail, please send details, salary expected, etc. to Box 280, Adv. and Selling Fort., 9 East 38th St., New York City.

AN ADVERTISING SALESMAN,

experienced and successful, will be selected by well rated institution specializing in standardized sales promotion services. If you are an aggressive seller seeking permanent connection, write us particulars.
FREDERICK C. MATHEWS CO.
P. O. BOX 834, DETROIT, MICH.

Salesman: One who is calling on advertising agencies, advertising and sales managers, manufacturers; who desires to increase his earning on part or full time; with little effort; the suggestion is all that is necessary. The proposition will not conflict with your present work—but will help you to a closer contact with your clients—commission and bonus. Give full details of your present work—territory you cover. Reference. Address Box 282, Adv. and Selling Fort., 9 East 38th Street, New York City.

ADVERTISING SALESMEN WANTED

Salesmen or women acquainted with syndicate magazines to sell leading beauty shops exclusive distribution on beautiful magazine. Sells for 5c. a copy, average sale 300 for year. Can use several giving each exclusive territory. Big commissions paid on receipt of order, also interest in successful company as bonus. Powder Puff Magazine, South Bend, Ind.

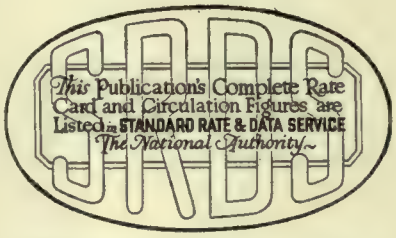
"GIBBONS knows CANADA"
J. J. Gibbons Limited, *Advertising Agents*
TORONTO MONTREAL WINNIPEG

"Everybody in the office uses STANDARD and we are quite frank to say that we do not see how we could get along without it.

"It is hardly an overstatement to say that its development is the most constructive thing that has been done for the agency business in the last few years.

"It is a wonderfully satisfactory creation!"

H. R. Failing, President
Crossley & Failing, Inc.
Portland, Oregon.



PUBLISHERS—This electro will be furnished to you free of charge. Use the symbol in your advertisements, direct-by-mail matter, letterheads, etc. It's a business-producing tie-up—links your promotional efforts with your listing in STANDARD RATE & DATA SERVICE.

STANDARD RATE & DATA SERVICE

536 LAKE SHORE DRIVE
CHICAGO

New York *San Francisco* *London*

Six Newspapers and Ten Million People

Ten million people live within the trading areas of the six cities covered by these newspapers:

Boston American
Chicago Evening American
Detroit Times
Rochester Journal
Syracuse Telegram
Wisconsin News (Milwaukee)

Ten million people! Enough to permit any advertiser to accurately test the possibilities of a product designed for general distribution.

Boston, Chicago, Detroit, Rochester, Syracuse and Milwaukee represent six clean-cut markets. Each of them through the newspapers listed above offer the ideal combination of buying power, concentrated population and intensive circulation coverage. As a COMBINED MARKET the field covered by this newspaper sextette is of itself of tremendous importance.

These six newspapers, used as a group or separately, offer advertisers pulling power that produces sales at a real profit.

Detailed information as to rates and circulation may be obtained by addressing the nearest office of the group:

EASTERN OFFICE:
2 Columbus Circle, New York City
R. E. Boone, Manager

WESTERN OFFICE:
Hearst Building, Chicago
H. A. Koehler, Manager

NEW ENGLAND OFFICE:
Hearst Building, Boston
S. B. Chittenden, Manager

BOSTON AMERICAN
CHICAGO EVENING AMERICAN
DETROIT TIMES
ROCHESTER JOURNAL
SYRACUSE TELEGRAM
WISCONSIN NEWS (Milwaukee)

Leading National Advertisers *spend Millions more* in Newspapers than in Magazines

And more is spent in The Chicago Tribune for national advertising than in any other newspaper

THE list to the right includes every national advertiser whose total expenditure for space is $500,000 or more.

They are the advertisers who come nearest to complete national distribution of their products. Is there a spot where Ford cars or Wrigley gum or Ivory Soap or Goodrich Tires or Quaker Oats or Chesterfields or Pepsodent or Bull Durham or Postum Products or Victor Records cannot be purchased? And these advertisers spend more in newspapers than in magazines.

In The Chicago Tribune alone these advertisers spent $1,159,949. Fifty-two out of the fifty-nine included the Tribune in their advertising program.

If these successful and experienced advertisers find it profitable to spend more money in newspapers, what of the advertiser with great open spaces in his distribution, with a smaller advertising appropriation, with greater need to concentrate his sales efforts in a rich territory, with greater hope for building steadily, certainly and economically?

1924 Advertising Expenditures

	In newspapers See Note 1	In 31 leading magazines See Note 2	In The Chicago Tribune
Victor Talking Machine Co.	$1,900,000	$1,184,310	$46,478
Ford Motor Co.	2,000,000	651,250	18,895
Postum Cereal Co.	875,000	1,274,830	41,293
Chevrolet Motor Car Co.	1,650,000*	552,065	24,740
American Tobacco Co.	1,600,000	298,691	17,668
Dodge Brothers	1,200,000	641,600	16,463
Procter & Gamble Co.	510,000	1,409,050	.....
Liggett & Myers Tobacco Co.	1,500,000	186,206	49,052
Colgate & Co.	450,000	1,158,455	30,282
Congoleum Co.	400,000	1,181,900	7,442
Campbell Soup Co.	.....	1,519,250	.....
Standard Oil Co. (Indiana)	1,500,000	.....	106,082
Calumet Baking Powder Co.	1,400,000	.....	14,460
Pepsodent Co.	800,000	561,303	14,000
Willys-Overland Co.	500,000	859,850	83,659
Lever Bros. Co.	??????	1,339,350	24,000
Wm. Wrigley Jr. & Co.	1,250,000	.....	11,826
Corn Products Refining Co.	800,000	384,300	.....
Paige-Detroit Motor Car Co.	1,000,000	167,700	77,856
United States Rubber Co.	750,000	309,410	28,570
Hupp Motor Car Co.	750,000	295,980	41,433
H. J. Heinz Co.	600,000	527,970	9,335
The Palmolive Co.	300,000	785,270	4,696
Buick Motor Co.	635,000	431,500	54,754
Sun Maid Raisin Grower's Association	465,000	518,050	2,758
Quaker Oats Co.	400,000	532,580	2,399
Andrew Jergens Co.	150,000	777,875	33,900
Lambert Pharmacal Co.	150,000	769,033	6,955
Oakland Motor Car Co.	700,000*	232,700	32,615
Borden Sales Co., Inc.	380,000	503,560	1,840
B. F. Goodrich Co.	700,000	217,725	14,675
Vacuum Oil Co.	125,000	752,000	11,615
Armstrong Cork Co.	400,000	423,700	17,192
Eastman Kodak Co.	250,000	566,845	12,000
Hart Schaffner & Marx†	500,000	284,775	.....
Cliquot Club Co.	650,000	124,588	7,362
Swift & Co.	??????	763,960	5,585
General Cigar Co.	600,000	146,400	29,853
Metropolitan Life Insurance Co.	125,000	594,945	976
Rickenbacker Motor Car Co.	560,000	117,500	31,983
American Radiator Co.	??????	667,685	12,650
Brunswick-Balke-Collender Co.	400,000	254,800	21,463
Pond's Extract Co.	200,000	445,100	23,400
Parker Pen Co.	250,000	267,750	11,095
Valentine & Co.	.....	595,500	.....
Cudahy Packing Co.	??????	592,000	1,465
Check-Neal Coffee Co.	300,000	276,894	17,116
Union Pacific System	570,000	.....	2,360
General Electric Co.	??????	562,140	4,392
Radio Corporation of America	250,000	303,460	1,169
Atchison, Topeka & Santa Fe Railroad Co.	500,000	40,620	17,306
Fels & Co.	.....	539,350	.....
Cream of Wheat	.....	525,400	.....
Simmons Co.	210,000	308,960	15,166
McFadden Publications	510,000	.....	11,306
Lehn & Fink, Inc.	??????	504,410	27,685
Fleischmann Co.	??????	503,560	44,172
Standard Oil Co. (California)	500,000	.....	.....
Literary Digest	500,000	.....	14,602
Totals	$32,834,949	$29,434,111	$1,159,949

*Includes dealers' advertising.

Note 1—Estimates compiled by The Bureau of Advertising of The American Newspaper Publishers' Association after extensive investigation.

Note 2—Estimates compiled by Crowell Publishing Company, including all space in 31 national magazines.

The above list includes all advertisers whose combined expenditures for magazine and newspaper space total $500,000 or more.

(?) Though these seven concerns spent a large amount for newspaper advertising throughout the country, no figures are available except on space used in The Chicago Tribune. Therefore only The Chicago Tribune figures are included in the total.

† Hart, Schaffner & Marx have a special advertising arrangement with dealers in some cities. For example, Maurice L. Rothschild of Chicago used 384,770 lines of advertising in The Chicago Tribune last year, a large portion of which was for advertising of Hart, Schaffner & Marx clothing, paid for by the manufacturer.

Even with the handicap of these omissions which give magazines an undue advantage newspapers show the decisive lead of $3,400,838.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Circulation Over 600,000 Week-days and Over 1,000,000 Sundays

Advertising & Selling

FORTNIGHTLY

Public Library, Kansas City,

Drawn by Worth Brehm for Edison Lamp Works of G. E. Co.

JULY 15, 1925 15 CENTS A COPY

In this issue:

"Good Old Law of Averages" By G. Lynn Sumner; "Where Mail Order Houses Make Their Profit" By Ralph K. Wadsworth; "We Return, Express Collect" By John M. Schlachter; "The Weather That's Coming" By Floyd W. Parsons; "Spellbinding the Space Buyer" By L. C. Pedlar

As Men Read So They Smoke

At home in the evening, reading his favorite evening paper—slippered feet elevated to permit the proper flow of thought—and cigar, pipe or cigarette going good—that's the time, place and circumstance in which to sell your prospect on the merits of tobacco, or any product that appeals to a man.

And the medium through which to sell him is his favorite evening paper. In Chicago it is The Daily News. That advertisers of tobacco products realize this is shown by the following table:

The following tobacco advertisers used The Daily News lineage opposite their names in the first 5 months of 1925:

Advertiser	*Product*	*Agate Lines*
Congress Cigar Co.	La Palina Cigars	4440
G H P Cigar Co.	El Producto Cigars	6156
General Cigar Co.	Wm. Penn Cigars	2910
Moss J & B Co.	Childs Cigars	1916
Webster Cigar Co.	Webster Cigars	1300
American Tobacco Co.	Omar Cigarettes	6650
Congress Cigar Co.	Palina Cigarettes	4705
Liggett & Meyers Tobacco Co.	Chesterfield Cigarettes	22023
Lorillard Co.	London Life and Murad Cig.	31502
Tobacco Products Co.	Melachrino Cigarettes	2290
American Tobacco Co.	Tuxedo Tobacco	3920
Falk Tobacco Co.	Herbert Tareyton Cigarettes	2240
American Tobacco Co.	Lucky Strike Cigarettes	2440
	Total	92492 lines

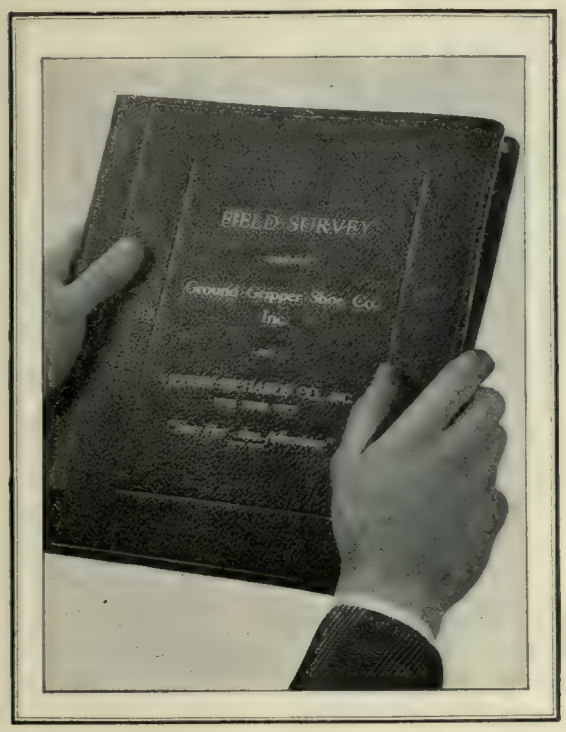
Reach the man through his favorite home newspaper—

THE CHICAGO DAILY NEWS

First in Chicago

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per

A book about *your* business



by the folks who buy your goods

In a long experience, we have compiled many "Books of Facts" for individual manufacturers. They cover many industries and many channels of trade: groceries, drugs, furniture, shoes, etc.

HOW often have you thumbed hopefully through books on marketing only to lay them aside because they did not apply to your particular problems? How often have you wished that somewhere you might turn to a volume and find answers to the intricate questions of your own business?

There is such a book. Its name is the Richards Book of Facts. Your copy of this book does not exist as yet, because, unlike any other book, a Richards Book of Facts is prepared for the individual manufacturer. It presents a study of that manufacturer's product and marketing methods as disclosed by a field survey in which hundreds, sometimes thousands, of consumers, retailers, and wholesalers are interviewed.

When your Richards Book of Facts is made, you will find in it, not theory, not out-of-date accounts of someone's else business, but trustworthy information to guide you and us in the making of advertising and sales plans.

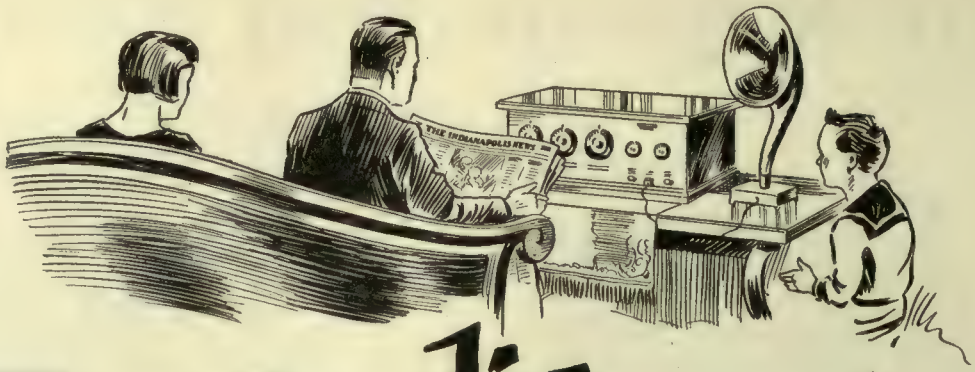
As one manufacturer says about his Richards Book of Facts, "We feel that it insures our money will not be spent until results are certain."

We will gladly tell you how a Richards Book of Facts may be prepared for your business and used as the basis of the advertising which we do for you.

A copy of our new booklet entitled "Business Research," which describes the place of research in modern business, will be sent free on request. Address

JOSEPH RICHARDS COMPANY, INC.
253 Park Avenue New York City
An Advertising Agency Established 1874

RICHARDS *"Facts first—then Advertising"*
TRADE MARK REG.



Radio -- and The Evening Newspaper!

FOR radio merchandisers, Indiana offers a splendid market. The Indianapolis Radius is that part of central Indiana comprising the trading territory of Indianapolis. 1,992,713 people live in this area and all of them are sufficiently prosperous and modern in their standards of living to be interested in radio.

Industries are so diversified in this territory that a slowing up of one is always counterbalanced by increased production in another. Indiana, eleventh in population, ranks ninth in value of manufactured products, thirteenth in value of agricultural crops, and fourteenth in value of mine and quarry products —a remarkably even division of industry, which guarantees stability of purchasing power.

The Indianapolis Radius is a rich section of a wealthy state. And in the Indianapolis Radius the circulation of The Indianapolis News is concentrated. This circulation of The Indianapolis News is the largest in Indiana—larger every week day than the second Indianapolis newspaper on Sunday.

RECOGNIZED for generations as the *home medium,* the evening newspaper takes the radio merchandiser's message straight to the proper place at the right time. Radio advertising in the evening newspaper reaches the family group, assembled before the loud speaker, just prior to the first announcement. Could any medium be better timed?

Indiana, where Los Angeles is heard as clearly and as easily as Schenectady, is full of radio fans. For years past, these fans have depended upon The Indianapolis News for radio information. And they have not been disappointed. To serve them better, The News a few months ago established an enlarged editorial department under the direction of Wm. Stokes, the Radio Editor.

To merchandise radio in the Indianapolis Radius—Indianapolis and its trading territory—just one advertising cost is necessary: space in The Indianapolis News. Hoosiers respond to radio advertising in The Indianapolis News just as promptly and as completely as they do to other classifications.

Year after year, The Indianapolis News carries *more* total advertising than all other Indianapolis newspapers *combined*—and does it with less than half as many issues.

During the first five months of 1925, the only period for which official figures are available, national radio advertisers purchased nearly twice as much space in 129 issues of The Indianapolis News as was used in all other Indianapolis newspapers combined in 280 issues.

The INDIANAPOLIS NEWS

Frank T. Carroll, Advertising Manager

New York Office
DAN A. CARROLL
110 East 42nd Street

Chicago Office
J. E. LUTZ
The Tower Building

Page 5—The News Digest

National Advertising Commission

Associated Advertising Clubs of the World, announces the appointment of members to a Legislative Committee and a Standardization and Educational Committee on Extension and Development of Advertising Courses in Schools and Colleges. In order that the committees may meet without too much travel on the part of the members, the former has been appointed entirely from the West and the latter entirely from the East. The memberships are as follows: Legislative—Homer J. Buckley, Buckley, Dement & Company, Chicago, Chairman; George M. Burbach, *St. Louis Post-Dispatch;* Julius Holl, Link-Belt Company, Chicago; Theodore R. Gerlach, Gerlach-Barklow Company, Joliet, Ill.; Guy S. Cooke, First National Bank, Chicago; C. T. Fairbanks, Edwards & Deutsch, Chicago. Standardization — Frank LeRoy Blanchard, Henry L. Doherty Company, New York; Harry Tipper, General Motor Export Corporation, New York; Robert E. Ramsay, James F. Newcomb & Company, Inc., New York.

Irvin F. Paschall, Inc.

Chicago, will direct advertising for the Illinois Band & Supply Company, Aurora, Ill., sellers of poultry supplies by mail.

Gordon Anderson

Formerly connected with the art departments of Frank Seaman, Inc., and Joseph Richards Company, has joined the art staff of the F. J. Ross Company, Inc., also of New York.

Street & Finney

New York, will direct advertising for the Empire Bond & Mortgage Company, same city.

Gridley Adams

Of Rogers & Company, Inc., New York, has been appointed executive secretary of the National Council of Business Mail Users with headquarters in the same city. This organization is composed of upwards of fifty of the largest business houses which utilize the mails extensively and has been formed for the purpose of presenting a solid front in working for equitable postal rates.

The Associated Business Papers, Inc.

Will hold its annual convention in Chicago, Oct. 13-15. The annual meeting of the National Conference of Business Paper Editors will be held at the same time.

The Thumbnail Business Review

By Floyd W. Parsons

FUNDAMENTAL conditions are showing a steady improvement and the outlook for satisfactory business in the fall is most encouraging. Nearly all crops made good progress in June. Winter wheat is 200,000,000 bushels short of last year's yield, but so far as the farmer is concerned, this deficit is balanced by a higher price for the cereal. Spring wheat is doing well and corn has almost entirely recovered from the setback it received during the freak cold spell in May.

¶ Building operations continue upon a record scale. Production in the iron and steel industry is being maintained at a much higher level than prevailed during the warm months of last year. Metal markets are improving, with prices fairly strong in both copper and lead. The outlook in textiles is more hopeful.

¶ Probably the most important development during the past fortnight is the controversy that has arisen in the coal industry. It is quite possible that we will run into trouble in the coal fields this fall. Stocks of bituminous coal are at a very low level (38,000,000 tons), while there is not much more than a million tons of hard coal available for use in stoves and furnaces.

¶ There is boiling discontent in the minds of the coal workers as well as on the part of the operators. The miners are well supplied with funds to finance a fight. The real point at issue is the preservation of the union, rather than the rate of pay of the men.

¶ John Lewis is the most capable labor leader in the United States. He is fearless of personages or legislatures and has an army of followers that will stick to the end. The coal outlook is much worse than surface indications and newspaper stories lead one to believe.

Charles C. Green Advertising Agency, Inc.

Philadelphia office, will direct advertising for the Wanamaker Institute of Industries, same city.

W. M. Engelman

Formerly space buyer for Goode & Berrien, Inc., has joined Pedlar & Ryan, Inc., in the same capacity.

"New York American" "Chicago Herald and Examiner"

National advertising departments, will be combined and operated as one unit with offices in New York, Chicago and Boston. E. N. Chalfant will be director of national advertising; Wilbur L. Arthur, associate director of national advertising; F. R. Levings, Western manager; H. R. Wheeler, New England manager; E. V. Coffrain, associate manager. All will be under the direction of E. M. Alexander, vice-president of the *New York American.*

Fecheimer, Frank and Spedden, Inc.

Is the name of a new agency formed in Detroit by S. M. Fecheimer, president of the Industrial Advertising Company, Emanuel G. Frank, manager of the copy department of Campbell-Ewald, and Roland G. Spedden, manager of the retail department of the latter agency. They hold the positions of president, vice-president and secretary, respectively, of the new organization.

Robert Ferris

Has been appointed Chicago manager for *Lighting Fixtures & Lighting, Lamps,* and *Buyers Directory and Catalog of the Lighting Trade,* all published in New York.

Lyddon & Hanford Company

New York office, will direct advertising for C. S. Merton & Company, manufacturers of men's caps.

Campbell-Ewald Company

Detroit, will direct advertising for the Crossley Radio Corporation, Cincinnati, marketers of Armstrong Regenerative receivers.

Street Railway Advertising Company of New Jersey

Of which Barron G. Collier is president, has been awarded the contract for the advertising and vending privileges on all the lines of the Interborough Rapid Transit Company, New York, for a period of eighteen years. The signing of the contract followed the opening of bids under the auspices of the Transit Commission. The Collier concern outbid Artemas Ward, Inc., the former holder of the concession, by $1,010,000 over the period of the contract. The Chicago Elevated Advertising Company also bid.

[ADDITIONAL NEWS ON OTHER PAGES]

THE NEW YORK TIMES, MONDAY, MARCH 16, 1925.

ADVERTISEMENT.

WE DON'T BITE THE COIN TODAY

"BUSINESS is selfish and crooked," shouts a street-corner agitator in Madison Square.

Just back of him, the Metropolitan Tower houses a great insurance company, built wholly on the faith and confidence of its 19,000,000 American men and women customers.

What inconsistency! Even while the agitator shouts and the parlor pinks chatter, 90% of this same American business is conducted on credit. Credit is nothing more than confidence that a man will keep his word.

This business confidence is the foundation of American life today. The road by which we have reached it has been long and up-hill.

Trade, not so long ago, was conducted at fairs. Here were set up the tented shops of the drapers, the goldsmiths. Here were to be found fine linens from Egypt, camel's hair from Persia. *Around it all was a stockade with a guarded entrance!*

The buyer came, felt of the article he wished to buy, held it in his hands while the seller bit the coin to see if it was all its face implied.

CENTURIES passed. The buyer learned to buy from a sample. He said, "Send me a dozen like this."

He had confidence that the dozen would be like the sample. The seller, on his part, did not say, "Pay me first; I am afraid to buy raw materials and pay my workmen until I see the color of your money." He said, "Pay on delivery."

Centuries passed. Confidence grew. The buyer no longer demanded to see a sample. He believed in the salesman's description. And the seller did not demand pay on delivery. He said, "Take thirty days to turn around."

Each had confidence in the integrity of the other.

TODAY goods amounting to billions of dollars are bought and sold by the printed word. Payment is made by a piece of paper on a bank, sometimes thousands of miles away.

Who now fears that his milk is watered or his sugar sanded? You buy a Ford or a Pierce-Arrow without questioning the soundness of its material or the honesty of its seller. You select color and design, but you take on faith steel and leather and mechanical skill. The buyer need no longer beware. It's the seller who is held to account.

Let this confidence be ever so slightly disturbed—at once it is felt.

During election periods there comes a slow-down. Why? Because promises, pledges and threats lead business men to wonder if they will be able to keep their word. They don't know what artificial legislative handicaps may be ahead of them.

Demagogues are not the only offenders. Often, without thinking, business men join them. They criticize without knowing the facts. The retailer, pressed by a customer, blames the wholesaler, the wholesaler the manufacturer, the manufacturer the railroad, the railroad the coal operator, the coal operator the miner. Everybody blames the banker.

THUS business men themselves help to shake public confidence in their own work.

American industry has its faults, and they deserve criticism. There are business men in it today who are still throwbacks to the middle ages, who still make it necessary to bite the coin.

They should be stung out of the hive.*

The business man who wants to criticize intelligently and yet maintain this hard-won confidence, should know the facts.

For him Nation's Business is edited. It is a magazine published in Washington by the largest business organization in the country, and is founded on the belief that anything which is not for the public good is not for the good of business.

Any executive who does not know Nation's Business and who will write Washington, will be told how he can inspect this magazine without expense.

One year ago, 139,975 business men were subscribers; today there are 176,705.

*See "Corsairs of Credit" and "Community Crook-Catchers" in the March and April numbers.

THE NATION'S BUSINESS

MERLE THORPE, *Editor*

PUBLISHED MONTHLY BY THE CHAMBER OF COMMERCE OF THE UNITED STATES, WASHINGTON, D. C.

CENTURY
run slowly

CENTURY LIMITED
seemingly leisurely
moves along the

d speed is due to
w York Central's
dbed, as well as
of the steam
that haul the

usiness day" for
veler—and does

The CENTURY on the Electric Division along the Hudson River. From a painting by Walter L. Green for the General Electric Company.

RAL

This is the fourth of a series of newspaper announcements being run by NATION'S BUSINESS in the—
New York Times
Chicago Daily News
Cleveland Plain Dealer
and
Kansas City Star

What Richard Spillane Thinks of Birmingham

RICHARD SPILLANE, financial editor of The New York American, in the latest issue of Commerce and Finance, writes about Birmingham as follows:

If you were asked what city is typical of the republic your reply might be New York, Chicago, Boston, or whatever center happened to be your home. But there is one New Yorker who has been over the nation from ocean to ocean, and the Great Lakes to the Gulf, whose unhesitating answer would be, "Birmingham, Ala."

Why? Because no other city of the Western world has so much natural wealth at its doorstep; is, proportionately, so highly industrialized and yet so closely allied to agriculture; because it is a blend of the North and the South, the East and the West; because it is young, and because it expresses vividly that intangible spirit which, in varying forms, you find throughout the nation.

As a city it is young, even for America, where so many cities are young. It didn't come into being until after the Civil War. The petition for its charter wasn't filed until a few days before Christmas, 1871. And yet today it ranks as one of the greatest cities of the South!

Nature has been lavish in her gifts in the Birmingham district. In only a few sections of the globe are there such a diverse number of rich deposits of mineral wealth. Of coal there is a vast quantity. Of iron ore there is sufficient to meet the needs of a century or more. Coal, iron ore and limestone—three major requisites for steel making are in abundance on either side of Jones valley, of which Birmingham is the Gate. As if that were not enough, the forests furnish 125 varieties of timber, from pine, oak, and poplar to lesser growths, while the farms yield cotton, corn, oats, peas, sweet potatoes, sorghum and sugar cane.

Net Paid Circulation Greater Than

77,000 Daily 87,000 Sunday

The Birmingham News

THE SOUTH'S GREATEST NEWSPAPER

NATIONAL REPRESENTATIVES

KELLY-SMITH CO. New York | J. C. HARRIS, Jr. Atlanta | KELLY-SMITH CO. Chicago

THE tastes of our readers are very, very simple.

They want nothing but the best. The Condé Nast Group of magazines display nothing but the best . . . the newest . . . the smartest. Our people read them with one idea in mind:

"How shall I spend some money? Where shall I go this season? What shall I wear? How shall I entertain my guests?"

Every one of these ideas represents an expenditure of money. Such buying is encouraged by all of our magazines.

VOGUE
VANITY FAIR
HOUSE & GARDEN

THE CONDÉ NAST GROUP

All members of the Audit Bureau of Circulations

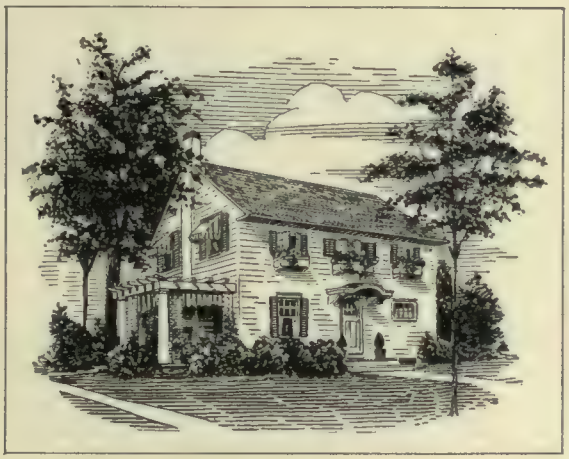
Buffalo the Wonder City of America

The City of

Beautiful Homes

Buffalo is a home loving city. It has 130,726 homes. Most of them are attractive. Many are beautiful. Some are magnificent. 38.6% of the homes in Buffalo are owned by the families living in them—a fact indicating the substantial character of the city and its worth as a market for advertised goods.

During July the News will throw open for the inspection of its readers nine different homes. All will be new homes, completely furnished by the merchants of Buffalo. They will be located in the several different residential sections of Buffalo. This is not an advertising "stunt"—not a line of copy will be solicited. It will be a genuinely constructive effort on the part of the News to educate its readers in the selection, furnishing and decoration of homes that will particularly fit the needs of individual families of varying incomes. The price range of these homes will be from $7250 to $32,000.



In August, 1914, a similar homes beautiful exhibit was sponsored by the News. With only three homes on display for one week there were more than 150,000 visitors — more than twenty-five per cent of the entire population of the city. The results of last year's exhibit were immensely pleasing to News readers and to the merchants and realtors who participated. They are co-operating this year in even greater measure.

Greatest Circulation in New York State Outside of New York City

The News Is Buffalo's Home Newspaper

Carries 45.56% of all advertising in the six Buffalo daily papers

BUFFALO EVENING NEWS

A.B.C. Mar. 31, 1925
129,777

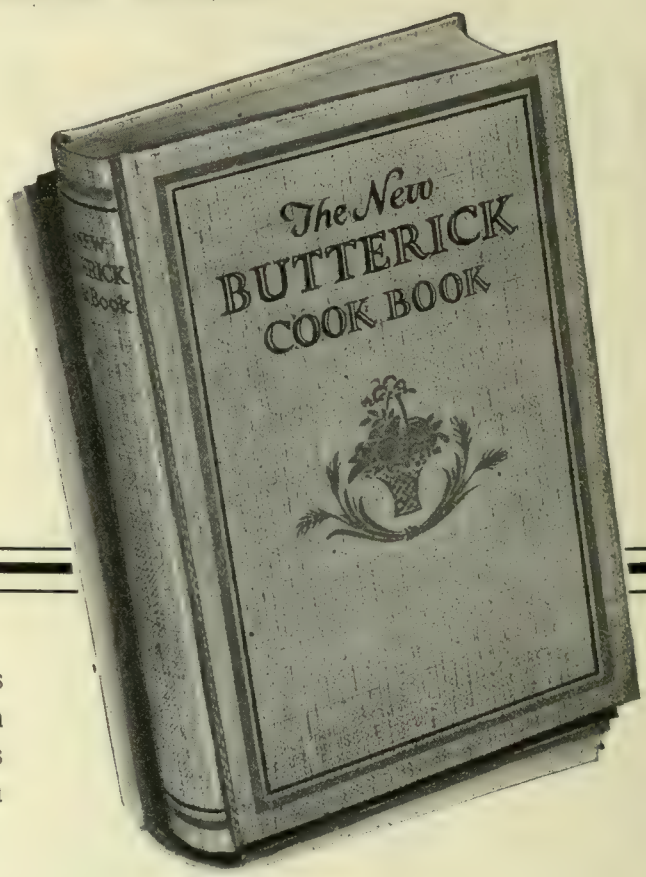
EDWARD H. BUTLER, Editor and Publisher
KELLY-SMITH COMPANY, National Representatives

Present Average
134,283

Marbridge Bldg., New York, N. Y. **Lytton Bldg., Chicago, Ill.**

In More Than 60 Colleges!

The New Butterick Cook Book has been adopted as a text by more than sixty colleges, universities, and state normal schools.



It's Authoritative!

Newspapers endorse it, Women's Institutes recommend it. Women everywhere praise it. In thousands and thousands of homes it is a helpful, prized possession.

Because It's

(1)—*"More than a cook book—it is a gold mine of information."*
(COLUMBUS, (O.) DISPATCH)

(2)—*"A valuable addition to every housewife's kitchen library."*
(NEWARK, (N.J.) STAR EAGLE)

(3)—*"A dependable guide, counselor and friend."*
(BALTIMORE, (MD.) NEWS)

It is just one more proof of the excellence of The Delineator's Service.

This great new cook book is a Delineator product, prepared under the supervision of Martha Van Rensselaer, Editor of The Delineator's Home Making Department and Co-director of the New York State College of Home Economics at Cornell University.

THE DELINEATOR and THE DESIGNER

(The Butterick Combination)

Chicago **New York** **San Francisco**

Mrs. Newport

. . . *flower of a famous family*

Years ago a village blossomed at the mouth of the Licking River. It was a pretty village, with big white houses at one end . . . . In one of the white houses Mrs. Newport's ancestors dwelt, and lived the life of the Southern aristocrat.

Then came the march of Industry. The town grew lustily. To-day, the white houses have given way to stores—but in a new home, farther out, Mrs. Newport lives the tranquil life of old. Last week, there was a party for her daughter, just home from college. Tomorrow, Mrs. Newport and the children will depart for their summer cottage at Ryland.

But one companion of Mrs. Newport's days in town will follow her. It is The Daily Enquirer. Each morning she turns to it for the news of the day; each morning it fills the hour between breakfast and the shopping trip.

Nor is Mrs. Newport alone in this custom. In one section of her community, for instance, are 401 residence buildings. Here, 272 Daily Enquirers are delivered.

Any merchant desiring to increase sales must give consideration to Mrs. Newport. With the foregoing figures before him, he must give consideration, too, to The Enquirer.

N. B.

This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.

I. A. KLEIN
New York Chicago

R. J. BIDWELL CO.
San Francisco Los Angeles

The CINCINNATI ENQUIRER

"Goes to the home, stays in the home"

47 years of service to Cuticura

From babyhood to old age, Cuticura products bring skin comfort to home folks. It is a source of pride to this Agency to have served this world famous advertiser for going on three generations. Today it is the most pronounced and permanent success of any proprietary group in the world.

MORSE INTERNATIONAL AGENCY
Advertising
449 Fourth Avenue, New York
6 Gracechurch Street, E.C.3, London

A Charming

Reflection
Is Obtained by Using
Cuticura Soap

Daily, assisted by Cuticura Ointment when required. It keeps the pores active, the skin clear and free from eruptions and the scalp in a healthy hair-growing condition.

Soap 25c. Ointment 25 and 50c. Talcum 25c. Sold everywhere. Sample each free. Address: "Cuticura Laboratories, Dept. 6T, Malden, Mass."
Cuticura Shaving Stick 25c.

Volume Five
Number Six

Advertising & Selling
FORTNIGHTLY

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Where a Mail Order House Makes Its Profit 17
Ralph K. Wadsworth
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A Short Course in Selling Via the Advertising Pages 20
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G. Lynn Sumner

WITH the mature experience of fifteen years in charge of sales and advertising for the International Correspondence Schools and as vice-president of the Woman's Institute, Mr. Sumner speaks with authority. As contributing editor to the Fortnightly he will appear regularly in our columns. In this issue appears the first article of a series which will be of the utmost usefulness to our readers. Besides being a recognized authority in his field, Mr. Sumner possesses a fluent and concise prose style which makes his writing highly interesting and readable entirely apart from the aptness of its context.

M. C. ROBBINS, Publisher
J. H. MOORE, *General Manager*
Offices: 9 EAST 38th STREET, NEW YORK
Telephone: Caledonia 9770

New York: F. K. KRETSCHMAR, A. M. FRANKLIN
San Francisco: W. A. DOUGLASS, 320 Market St. Garfield 2444
Chicago: JUSTIN F. BARBOUR, Peoples Gas Bldg.; Wabash 4000
New Orleans: H. H. MARSH, Mandeville, Louisiana
Cleveland: A. E. LINDQUIST, 405 Swetland Bldg.: Superior 1817
London: 66 and 67 Shoe Lane, E. C. 4: Telephone Holborn 1900

Subscription Prices: U. S. A. $3.00 a year. Canada $3.50 a year. Foreign $4.00 a year. 15 cents a copy

Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising, Advertising News, Selling, The Business World, Trade Journal Advertiser* and *The Publishers Guide. Industrial Selling* absorbed 1925

Member Audit Bureau of Circulations and Associated Business Papers, Inc. Copyright, 1925

DIRECT CONTROL OF LOCAL CONTACTS

OFFICIAL WASHINGTON presses a button, opening a theatre in New York or a power plant in Colorado. Similarly you can set in motion the machinery of advertising in any or every part of the country.

There is a McCann Company office within easy reach of your headquarters. Make connection through it with the McCann system. You will find a nation-wide circuit, all set up, which provides that accurate, direct and personal control of local contacts so necessary to the successful marketing of nationally advertised products. National advertising requires a "National" agency.

THE H. K. McCANN COMPANY TRUTH WELL TOLD ADVERTISING

THE H. K. McCANN COMPANY
Advertising

NEW YORK CLEVELAND SAN FRANCISCO DENVER
CHICAGO LOS ANGELES MONTREAL TORONTO

JULY 15, 1925

Advertising & Selling
FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors: Robert R. Updegraff Marsh K. Powers Charles Austin Bates
Floyd W. Parsons Kenneth M. Goode G. Lynn Sumner Russell T. Gray
John Lee Mahin James M. Campbell Frank Hough, *Associate Editor*

Good Old Law of Averages

How You Can Make It Work for You in Personal or Printed Selling

By G. Lynn Sumner

IN the month of August, 1921, there were 59 suicides in the City of New York. In the month of August, 1922, there were also 59 suicides in the City of New York.

A remarkable coincidence? Not at all. Simply a striking example of the principle that under the same influences or conditions people act with surprising uniformity. For the most remarkable thing about people is —*not* that they are so different, but that so many of them are so much alike.

Courtesy N. Y. Edison Co.

THE most remarkable thing about people is *not* that they are so different, but that so many of them are so much alike, so uniform in their actions. In every crowd of a given size there will be a certain number of persons who will buy the product you have to sell. There is a law of averages that will work for every advertiser and every salesman, and they should use it as a laboratory test for each proposed selling plan

If you should constitute yourself a sort of census taker on your own account and should go out and call from house to house until you had met and seen and talked with 5000 women, you would find that out of that 5000 a certain percentage would have red hair, a certain percentage would like Norma Talmadge better than Gloria Swanson, a certain percentage would wear a 5A shoe, a certain percentage would have little daughters by the name of Mabel, and a certain percentage *would buy what you had to sell.* And if, when you had completed your canvass of the first 5000 women, you went out and made exactly the same canvass of another 5000, you would find that with amazing fidelity the percentages on your first test would hold true on the second. It is the good old law of averages at work.

This law is the basis of all selling, whether by salesmen, by direct mail, or by periodical advertising.

I recall mailing a letter to 6000 names taken from telephone directories. The needed return was 1.5 per cent. The test pulled 1.6 per cent. This was satisfactory with a slight margin of safety. So the same letter was mailed to additional telephone directory names until a total of 600,000 had been circularized. The returns never fell below 1.4 per cent nor rose above 1.8 per cent. At the end of a year it was almost exactly 1.6

© Brown Bros.

ENTERPRISES which have been among the most persistent friends of the good old law of averages. Chain stores and news stands have reduced pedestrian traffic to a fine science. They know approximately how many people pass any given corner of their city every week day of the year and how many out of every hundred of these buy the products which they are selling. Pushcart peddlers have established their stores on a mobile base and can take advantage of whatever variations may result because of time of day or season to follow their markets. Where the crowds are, you may be sure they will be

per cent. The original test had repeated its original performance a hundred times. The law of averages was at work.

Recently I received a circular letter from a life insurance company, with a return inquiry card enclosed which invited me to send for an attractive booklet on "planning your future." I signed and mailed it. Some two or three weeks later I was told that a man was waiting to see me and had brought a book I had sent for. The incident of the letter had slipped my mind completely and I asked him in. He was a genial chap and not the least bit disturbed when he found I was interested in the plan only from an advertising standpoint and not as a prospective buyer of insurance.

Then he told me exactly how he had worked out a law of averages that enabled him to use the plan with a certainty of result. He sent each month to his home office a certain number of names of substantial business men. The home office mailed out the letter I had received. A certain percentage of replies—3 per cent in this case—came back. These in turn were referred to the local representative so that he might personally deliver the booklet. A certain percentage of the people he reached he was able to sell.

Now of course up to this point this is just an ordinary business creating method that has been used, with variations, by many selling organizations. But here is the important application of it in this instance. This particular salesman, after an experience of several months, found that when he divided the total amount of insurance sold to these prospects, he had sold an *average* of $1,500 for every inquiry he had received. As he received three inquiries from each one hundred names circularized, he was, therefore, selling an average of $4,500 for each one hundred names sent in. In other words, every time he sent a name to his company to circularize for him he set in motion a sales effort that *on the average* and with the usual aggressive and intelligent follow-through, was certain to result in the sale of $45 worth of insurance. So by consistently using this plan he took much of the hit and miss element out of his work and was definitely able to develop a certain needed volume of sales each month by sending to his home office a certain number of names. He had discovered the infallibility of the law of averages and had put it to work.

I KNOW a salesmanager of a large printing plant who has worked out a very definite formula for his men on a similar basis. There are usually three steps in the sale of contract printing. First, the initial call to make a new contact or to get specifications for a bid; second, the quoting of a price; third, the securing of the contract. This plant is located in a highly competitive field where most jobs are submitted to several printers.

Study of an experience table showed that the plant was getting 8 per cent of the business on which it quoted. In order for any one of its salesmen to produce a satisfactory amount of business it was necessary, therefore, for him to *quote* on enough business so that 8 per cent of that amount would be a satisfactory sales volume. And in order to quote on a certain average volume per day, it was absolutely necessary to keep seeing new people and making new contacts.

"The hardest job I have with any salesman," this salesmanager said to me, "is to keep him from concentrating on some one big job and to get him to work on the law of averages instead. When a salesman sets his mind on landing some particular big contract, it may absorb his time and attention for weeks. If he gets it, of course, everything is lovely, but if he loses it, he is so disappointed that he has to begin all over again.

"But once you get a salesman to realize that if he just sees enough people, and quotes on a certain volume, the business he needs is *bound* to come, he has an enormous advantage over the big game hunter. For one thing, he learns to plan his work and work his plan, and what is equally important, the loss of no one contract is going to disturb him at all, because he knows the law of averages will make it up in some other quarter."

I do not want to give the impression that working the law of aver-

[CONTINUED ON PAGE 66]

Where a Mail Order House Makes Its Profit

By Ralph K. Wadsworth

MOST of us take price for granted. We know it as either high, "reasonable," or low, and we seldom stop to think how the seller arrived at it.

Not so the successful merchant or manufacturer. If you belong in his class you have probably found it one of the hardest problems in your business. On the careful pricing of your line may depend the difference between profit and loss, between future growth and dissolution. If you raise prices, usually you lose business. If you make them too low, you sacrifice your profits.

A typical case is that of a large department in a Chicago mail order house. This department handles household items selling between $15 and $200, and has been doing an annual business of $4,000,000 to $6,000,000.

Somehow or other it never showed any real profit. Some years there would be a small net profit, but at other times that department showed in the red. The department head was well thought of and considered a competent man. He knew his line thoroughly, seemed to carry goods that were up-to-date and in demand, but in spite of that his business could not make a real profit. He explained that he couldn't raise prices because competition would not permit it. Finally, the president of the company decided to make a change—at least to give another man a chance to see what he could do. The result was that the next season showed a good net profit.

How was the new buying head able to do this? Chiefly by a better pricing of his line. On those items where competition was keen he cut prices slightly under those of his competitors. On other staple items, however, he added certain improvements to justify raising prices to make up for the loss on the leaders. These improvements didn't cost much but they made customers feel that his articles were worth much more. Where, for example, an additional feature cost him $1, he was able to raise the price $5 higher.

Another effect of adding these special features to his goods was to lift them out of direct competition with his competitors' merchandise and to enable him to secure his full gross profit. Thus, the new buyer by a better pricing arrangement did what his predecessor had failed to do, and lifted his department into one of the producers of real profit for that business.

No single factor you can think of is so powerful in the selling world as the argument of price. People will walk blocks to patronize a store if it saves them a few cents. The cut-rate drug stores, department stores and chain stores are good examples of this.

Likewise price is the biggest sales argument the mail order houses have. Before making their purchases it is common practice for customers to shop by comparing various catalogs. It is quite probable that 50 per cent of Sears Roebuck customers consult a Montgomery Ward catalog at one time or another before ordering, and vice versa.

Therefore, as a mail order department head your first consideration is to see that your prices meet those of competition; and of course any successful manufacturer or merchant must do likewise. But when you start to set prices to meet competition you are faced with the problem of making net profit. If you can't make it you will soon be out of business.

Gross profit in the mail order houses is always figured against the selling price. "Mark-up," as the term is generally used in retail stores, means gross profit against the cost. I have heard it applied both ways in the mail order business; so to avoid confusion I will use the term gross profit.

Your method of figuring gross profit in the mail order business would be as follows: If an item cost $1 and you sold it for $2, that item would be said to carry 50 per cent gross profit, although the mark-up on the cost is 100 per cent. Figured in this way, a gross profit of 33 1/3 per cent represents a 50 per cent increase on the actual cost.

Naturally in setting your prices you ask yourself: "How much gross profit must I have in order to continue in business?" The answer will not be the same on all classes of merchandise. On some lines, such as in groceries, where the turnover is rapid, your gross profit would be as low as 21 per cent. In others, such as women's hats, which are seasonable and quickly become out of date,

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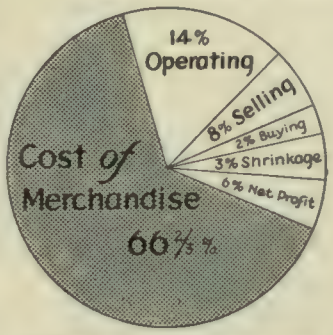
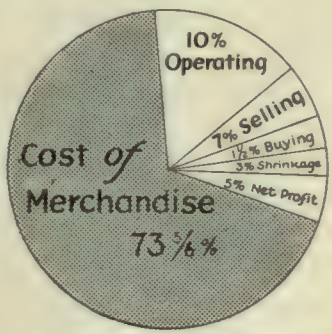
How the Mail Order Sales Dollar Is Divided



Selling to the Consumer

The smaller unit of sale increases operating and selling expense and decreases turnover, thus requiring more gross profit.



Selling to the Dealer

Larger volume per order makes for lower operating and selling expenses. Total average gross 26½% against 33⅓% for consumer selling.

Sales Manuals That Make Good

Determining the Physical Form

By Will Hunter Morgan

LAST spring after months of labor on the part of the sales manager and advertising department, one set of manufacturer's salesmen went out to show their trade a brand new sales manual. The book did not contain so many pages; there was not a lot of reading in it. Actually, it could be gone through in a few minutes. But the page size was about twelve by eighteen inches. And when housed in a big, specially-made brief case it looked formidable.

When this selling equipment got out into the field, the salesmen reported almost to a man that dealers shied away from it. The salesman would promise that its perusal would take only a few minutes, but the dealer didn't believe it. He had been up against salesmen's "few minutes" before. In many cases the salesman felt that the jumbo-looking manual actually cut off interviews. The dealer felt that the salesman's proposition was complicated and cumbersome. He had no desire to listen to such.

It was suggested that the salesman hide the portfolio where possible when opening his interview, and not let it be seen until he had gotten the dealer somewhat warmed up. So the salesmen tried for a while to do this. As they went in they left the kit up beside rails or against the off sides of buyers' desks, and even outside the dealer's private office. This helped a little but it became evident that the portfolio was in for being permanently classified as a salesman's white elephant.

As a last resort a half dozen new manuals were made with letter size pages. It was found that the big pages of the original manual could be photographically reduced to the new dimensions without much loss in readability. So the six loose-leaf smaller-size manuals were turned over to six salesmen selected at random. These were carried in the regular-size brief cases into the buyers' offices. The six manualeers reported back that everything was going "fine an' *dandy*"—with a big emphasis on the "dandy." The big scare-'em-off manuals were all called in and every man got one of the new smaller manuals in their place.

That is the most striking case I have ever encountered regarding the part played by size in getting sales manuals properly used. But to a greater or less extent the size and physical constitution of a given sales manual has a great deal to do with the way in which the buyer regards it and the salesman makes use of it.

Here are some of the points to be considered in giving the sales manual its physical form:

1. *Size.* The question of size has been covered in part in the experience already related. It is true, however, that in some cases a large page size is justified.

In one case I know of, the sales talk centers very largely around the advertising. Full pages are used in large-page publications. Copy is wordy. Reduction of the advertisements is a questionable procedure. Due to peculiar trade reasons the dealer can usually be interested in the advertising of this particular product much more than in advertising of the other goods he carries. A large-page portfolio gets over.

Another case where bulky manuals are seldom a handicap exists in the case of houses which sell through exclusive agencies. If the dealer is interested in an exclusive agency proposition, whether it be men's hats or player pianos, he probably will find plenty of time to go into the matter thoroughly with the salesman. And the subject, if the buyer gets warmed up, is so important that he will want to discuss all the details.

STILL another type of situation justifying the behemoth sales manual exists where the sales manual must be virtually a sample display, giving large pictures of patterns and products so that the dealer can see in them the details of the line. If it saves the dealer a trip to the hotel to see samples, he doesn't mind how big the sales manual may be so long as he can handle it conveniently.

On the other hand, if it is necessary for the salesman to carry a bulky sample case every effort should be made to keep any sales manual small. In some cases it is incorporated into the sample case, making one thing to be carried rather than two.

A sales manager who has made a special study of the preparation of manuals says, "In my opinion the sales manual should be made as small as possible without sacrificing good points which may require large pictures or diagrams. In working out a manual I find it good practice to look at each illustration with the thought of serving it up in the smallest possible size. I prefer a pocket size sales manual of one hundred pages to a fifty page manual having pages twice as big. One of the salesman's best chances to study his manual may occur during train rides. If the book tucks easily in his coat pocket he is more strongly tempted to get it out when riding and study it. If the manual is larger than letter page size he will not, in my opinion. The very bulk of it prevents."

THIS is a point well worth considering. One sales manager even presents the company's full-page advertisements in miniature size. It happens in this case that the advertisements are simple in makeup, having brief texts in large type, and simple pictures. Even under this marked reduction they can be read with a fair degree of ease and the general effect of the advertising is well conveyed. Apparently the reduction does not make the dealer think any less of the advertising.

Perhaps the question as to size is best summed up by a friend of mine who is advertising manager for a manufacturer of food specialties. He says, "From childhood we are brought up on moderate-sized books, the school geography being one of the few exceptions. The books we use most are apt to be those that are easiest to handle, assuming that the contents are interesting."

2. *Typography.* One sales manual that looked fine when examined in a well-lighted office proved to be a "hard reader" when taken into the field. Garages and hardware dealers were the salesmen's prospects. Their

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"We Return, Express Collect"

How Manufacturers Are Cutting Their Returned Goods Losses

By John Marion Schlachter

THE returned goods problem is having a definite influence upon the cost of doing business. It has taken rank with the rise in commodities and is sharing in the spread of general costs. So great is the burden that companies not infrequently figure it as part of the overhead and are constantly striving to reduce the practice and thereby lessen the drag.

Inasmuch as there is always more or less loss on returned articles because they have become old and unsalable, there should be some further charges against the returned goods cost. It has been calculated that the costs amount to more than 5 per cent of the value of the merchandise sent back, which is indeed a discouraging figure.

A manufacturer of roofing materials, paper sundries and like products, who does a direct business in his local market, is meeting with success in overcoming the return practice. He is making it as difficult as possible to return goods because he feels that a great deal of advantage is taken of a too easy facility for returns, particularly on a declining market or when trade is more slow than usual.

No goods are accepted by his receiving department unless accompanied by his authority form. If a customer wants to return goods he must advise the house of his intention. If agreeable, a permit with all the details thereon is sent. No driver will pick up any goods to be returned without the customer giving him the order which has been received through the mail.

A Pennsylvania company has a plan for handling returns which also involves definite principles. It does not permit a return of goods unless the reasons for requesting it are set forth in full. When the return is finally allowed the charges and expense incurred are deducted, together with 10 per cent to cover the cost of rehandling. Where there is a decline in the market price that is also taken into consideration. The rule, of course, applies to goods where the return would be material. If the value is small and the goods in first class condition, usually some arrangement is made as a matter of policy.

This system has resulted in minimizing returns. It is a common sense policy which has reduced the number of chronic violators and has made them realize that it costs money to take back and resell goods which have once been on the dealers' shelves.

Again, a widely known Mid-West dry goods distributor believes there are two sides to the question of returned goods and, therefore, expresses this view:

"We have not been arbitrary with our customers in the past in matters of returned merchandise, preferring to look at the subject somewhat from the standpoint of the retailers. They buy very largely from samples and under the encouragement of a good salesman. The merchandise does not always look the same to them in the piece as it did in the sample. Some are over-enthusiastic in their buying. Then, a large yardage affects the possibility of selling many marked patterns in a small town. Also, market conditions are always a factor.

"Having these things in mind, where the customer is not a chronic returner we treat the question rather liberally. We have to take into account always the fact that the deliveries from the jobber are rarely complete and that desirable stocks turn-

Courtesy American Railway Express

THE losses sustained by manufacturers and wholesalers on returned goods amount yearly to sums which in some cases are of such size as to impair the success of the business itself. In many lines of trade the retailers have developed a law unto themselves, abetted in their stand by the policies of a few weak-kneed concerns who will not stand upon their rights for fear of losing accounts. With such competitors a progressive and fair-minded manufacturer is apt to place himself in an uncomfortable position with his dealers. Reputable retailers are beginning to appreciate the ethics of fair play involved, but in the meanwhile the transportation companies continue to be flooded with returned orders which cannot but mean losses to the manufacturer; losses on orders which he filled in the best of faith

ing rapidly make almost imperative some substitutions. It is almost impossible except in some special cases to show that the retailer's order was filled absolutely and exactly as submitted to the wholesaler. We fancy that in the above we have made out a pretty good case for the retailer to return goods.

"Now, as to how we handle the matter. We know pretty well those people who are chronic returners. We are perhaps more careful in the filling of their orders than in the filling of orders for others. We have written letters to them, taking up in detail the matter of sending back goods. We pursue an educational policy with our salesmen on the subject. In flagrant cases we receive the goods and hold them subject to our customers' orders and in some cases have returned to a customer. We do not reject the goods, as this would result in their being put in storage by the railroad companies and cause a large ultimate loss to someone.

"We have an idea that through this policy we have educated our clientèle to the point where we have minimized the return of merchandise."

To be sure, different lines of business require different treatments. Not every house can follow the same unvarying course. However, the principle involved is the same. For that reason a close cooperation between manufacturers or jobbers who sell the same customer will prevent Smith & Co., from using the old argument—"Blank Mfg. Co., took back a lot of their goods that did not sell. I don't see why you can't take yours back, too."

The retail dealer is apparently a law unto himself; besides, many manufacturers are too fearful of the loss of trade to insist too much upon the "square deal." However, they may point out repeatedly the injustice of the practice, the added expense to the cost of doing business, and the fact that merchandise returned generally comes back in such condition that frequently it cannot

[CONTINUED ON PAGE 50]

A Short Course in Selling Via the Advertising Pages

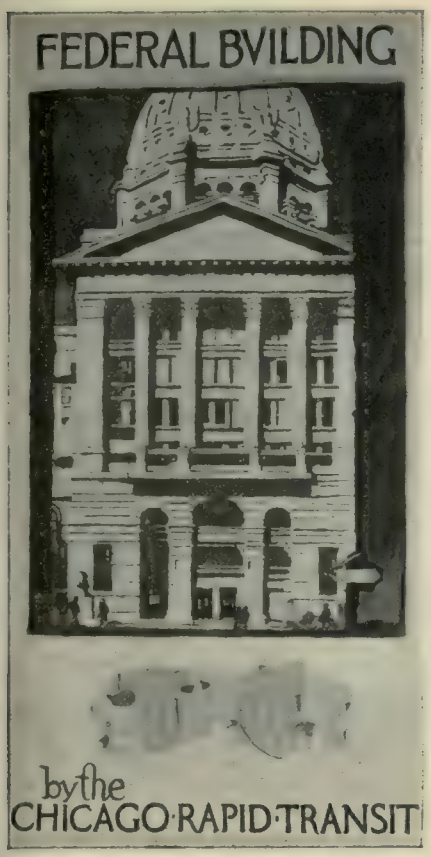
TO be helpful without being patronizing is the policy which underlies the current campaign of Improved Asbestocel which the Johns-Manville Company is conducting in business publications. The aim of this campaign is to reach the dealers, the men who actually sell the product directly to the consumers, and to give them constructive and instructive lessons in *how* to sell it.

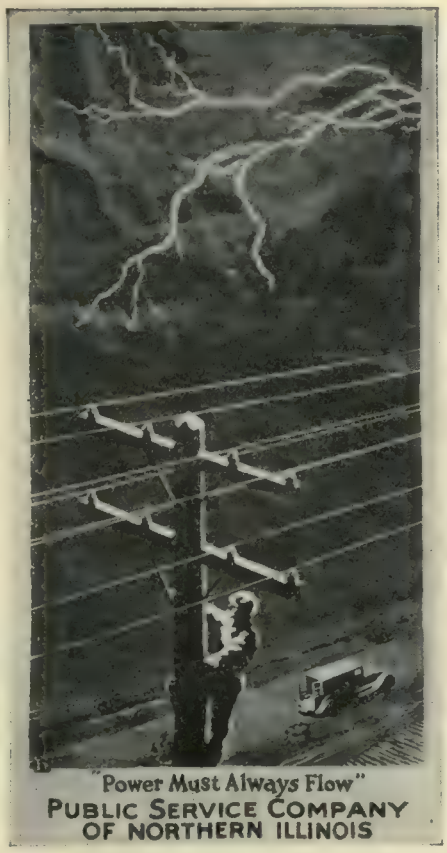
Plumbers and heating contractors —typical Asbestocel dealers—are frequently poor merchandisers. Their principal business is the handling of staples. Asbestocel, says Johns-Manville, is not a staple. It is a product superior to any in its line; in short, a specialty. It has distinct advantages which it, alone, possesses, and these advantages make highly effective selling points if the dealer can be made to drive them home intelligently to prospective buyers.

The campaign in question is running its second year at the present time, and the series has reached twenty advertisements. Each bears the head, "Selling Asbestocel," while directly below this in the upper left hand corner is a small type panel set on a bias which bears the serial number of the advertisement together with a short note, stating the purpose of the campaign and referring the dealer to a booklet, "How to Sell and Apply Improved Asbestocel Insulation."

The specimen advertisements reproduced here are typical of the series. Most of the illustrations are halftones reproduced from drawings which demonstrate the various selling points which can be scored upon the prospect, generally hinging upon the waste of heat brought about by insufficient insulation of the pipes and heating apparatus. Other advertisements reproduce specimen estimate sheets and tables which list the pounds of coal which may be saved per linear foot of pipe or per square foot of boiler surface by the use of Asbestocel insulation. One prints a specimen sales letter which may be modified easily to suit local conditions; another reproduces a photograph of an effective window display; still another offers the dealer the plates for any of a series of advertisements which he may have for use in his local newspapers.

The text in each case is direct and reasonably terse. Every advertisement teaches a valuable and understandable sales lesson. Several of them feature the national advertising of Asbestocel which Johns-Manville, Inc., carries and which ties up admirably with any independent advertising or sales effort which the dealer may care to enter into in his particular territory.





The Travel Poster Exhibition at the Art Center

THE Summer Exhibition of Travel Posters was held in June-July at the Art Center, New York.

Chicago dominated the exhibition. In fact, without Chicago, there would scarcely have been an exhibition. The main gallery was a procession of "North Shore of Chicago," "Elevated of Chicago," "Rapid Transit of Chicago," "Public Service Corporation of Northern Illinois."

Thus, the exhibition spoke volumes of poster art at the head of Lake Michigan. But all it had for the rest of the country was a weak, small voice.

The prize winners and honorable mentions were as follows:

"The Gateway to Chicago," by Norman Erickson. Published by the Chicago Rapid Transit Company.

"Royal Mail to Europe," by Austin Cooper. Published by the Royal Mail Steam Packet Company.

"By the North Shore Line," by Erwin Metzl. Published by the Chicago, North Shore & Milwaukee R. R.

"Power Must Always Flow," by Oscar Rabe Hanson. Published by the Public Service Company of Northern Illinois.

"Federal Building," by Willard Frederic Elmes. Published by the Chicago Rapid Transit Company.

The Jury of Selection consisted of the following: Mr. H. L. Sparks, representing the Society of Illustrators and the American Institute of Graphic Arts; Mr. Walter Whitehead, president of the Art Directors Club; Mr. Joseph H. Chapin, art director of Charles Scribner's Sons; Mr. Ray Greenleaf, art director, Artemas Ward, Inc.; Mr. Heyworth Campbell, art director, The Condé Nast Publications, and Mr. Burton Emmett of the Newell-Emmett Company.

Considering the exhibition generally, the American Express Company had some good things. These were those wagon and truck posters which most of us know from sudden near-contacts on the streets. Canadian Pacific exhibited a few posters reminiscent of those superb French railway posters. Canadian Pacific also had an elephant in gorgeous trappings, who picturized the lure of world cruising.

The Honorable Mention poster which was exhibited by the Royal Mail was a creditable piece of workmanship, but it could never claim originality of dramatic interest.

And for the rest of the exhibition —Chicago.

Most of the Chicago posters were poster renderings of specific places or activities. They were simple in subject and simple in mass. Lettering was kept to a minimum. Color effects were often quite striking.

One Chicago poster, in particular, impressed. Perhaps, as a work of art, it did not equal others. But it attained one quality no other poster had. This was the poster, "Power must always flow." The vivid fork of lightning, the ominous dark of the landscape, the lone lineman climbing up the pole—here was drama.

Another thing which must be said for the Chicago posters is this: the lithography was uniformly good. This is a hopeful sign. No poster

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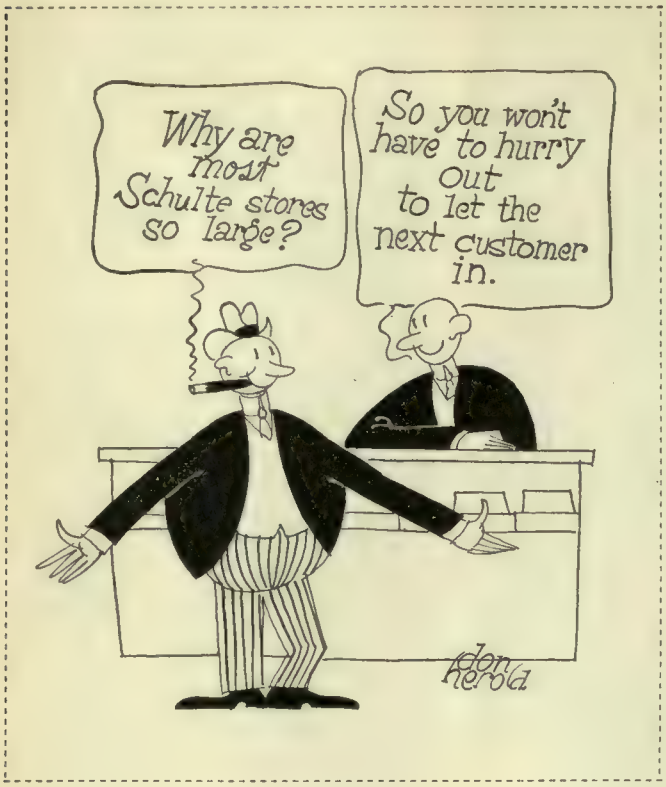
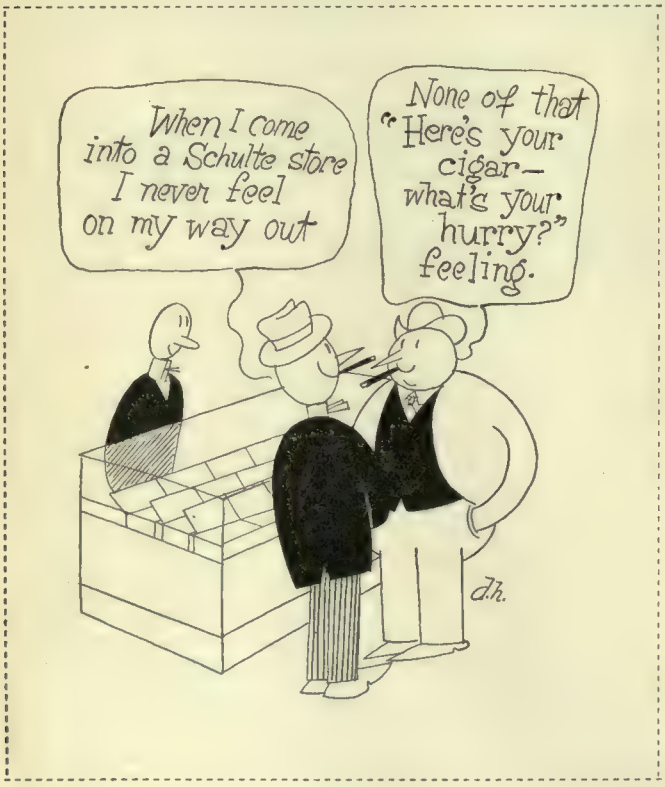




WHEN Hendrik Van Loon wrote the story of mankind he made it graphic by pictures done with his own ample hands—crude, simple pictures, which the intelligentsia promptly claimed as "arty" for fear some low-brow would claim it first. Van Loon is the sort of person who talks well unassisted, and better with a pencil. So is Don Herold. He is full of advertising notions. He is the author of *Life's* "Andy Consumer" series, words and music. And he is the illustrator of the series of newspaper advertisements by which Schulte's Cigar Stores enter their claim to fame as a national institution. Here are a few which are typical

Spellbinding the Space Buyer With Soundproof Figures

By Louis C. Pedlar

RECENTLY a well-equipped newspaper representative was addressing the executive heads of an advertising agency. He spoke with pride and enthusiasm of the rapid increase in circulation of his publication. He proved his whole long story in statistics and percentages. A few days later we heard the representatives of one of the greatest weeklies tell their story and prove it with startling compilations, punctuated and spiced with decimal points.

The other morning the extremely capable head of a group of combined Sunday newspapers told us the tremendously impressive statistics of his gargantuan circulation. He didn't mince matters either, but adhered rigidly to facts and to figures and touched with magic fingers on percentages and averages.

This statistical smoke wave goes right on, day in and day out, only varying with increases which slightly alter the complete totals and change the mean average percentages. But then it is presumed that any wideawake man in business will note these changes and correct his mind accordingly.

Now, it's a pretty good accomplishment to be able to tell the head of a great manufacturing institution whose advertising you handle just why certain media have been selected. If you can add to his information the complete range of statistics, including the number of illiterate whites and the approximate estimate of the hopelessly insane, it will help considerably to increase his respect for you and at the same time help to while away his otherwise busy hours.

For instance, imagine the real joy that good sound information of this character will bring to the president and directors of the Unexo Manufacturing Company. It goes something like this:

"Mr. President and Directors, we are planning to spend considerable money in *Whosits Magazine*. We believe you should be acquainted with these tremendously impressive, audited and certified circulation facts. This remarkable magazine is read by 2,179,326 families.

"In this vast audience there are 823,654 boys under the age of sixteen—739,422 girl readers under sixteen years of age, and the proportional male readers over this age who are guided by this publication exceed 2,826,452. The power that influences these men to be influenced by this magazine is the more than 3,829,452 women readers. This broad survey indicates clearly enough that there are 7,918,980 expectant readers hungrily waiting each week for the opportunity to read this, their favorite indoor magazine—but remember that they have to await their turns; each magazine is read by three decimal point seven naught two naught four hundred thousandths. But we have made no mention of the re-reading readers who embrace an estimated audience of nearly 879,359. Then we have to consider the week-end visitors and the company calling in the evenings on the re-reading circulation, giving us an additional re-reading audience of 1,692,421.

"So, Mr. President and Directors, by just casual consideration you will perceive that we have a total grand circulation of this splendid magazine exactly approximated at 11,017,871.

"WE have subdivided this interesting circulation total into alphabetical rotation of states starting with Alabama, going through Unclassified and ending at Miscellaneous.

"The United States Census fixes the number of families in these United States at about 24,351,676, or a mean average of four decimal point naught five persons per family. Consequently, it is evident that the gross circulation of *Whosits Magazine* is distributed by readers into an average of two decimal point two one hundredths per family of the United States.

"Think of that! An average of half the members of every family in the United States are expectant readers of this great publication. To consider that the family per average consists of father and mother and two children, with the fraction consisting of in-laws and outlaws, you will perceive that we achieve maximum returns with the minimum investment."

And so this pyrotechnic display of figures goes on, not with one magazine or one newspaper, but through the whole list covered by the advertising appropriation. Is it a wonder that lists are slashed and the confusion of babel results?

THE big manufacturer who successfully carries his own constantly changing figures of production and selling costs in his mind has a burden that ultimately bends even the broadest of shoulders.

It goes without saying that these marshaled facts, figures and percentages are important. Certainly every advertising space buyer wants to possess all available information on every publication that he proposes on an advertising list.

But then isn't there some difference between the methods of buying and the methods of selling?

A big manufacturer who advertises nationally had been solicited by many, many space sellers for all sorts of magazines. He listened to all of them. He bought space in none of them. The publications that he now uses extensively didn't solicit his business particularly. He solicited their help and got it. His advertising has been most successful.

This manufacturer's slant is simple enough. Says he: "The manufacturer who makes shoes, hats or shirts or anything else has the identical problems of the publisher. We both manufacture a product, we both employ salesmen to sell this product. We both absolutely depend on repeat orders. We both aim to make ever-increasing consumer

[CONTINUED ON PAGE 69]

Could You Sell This Yacht at a Cost of $735?

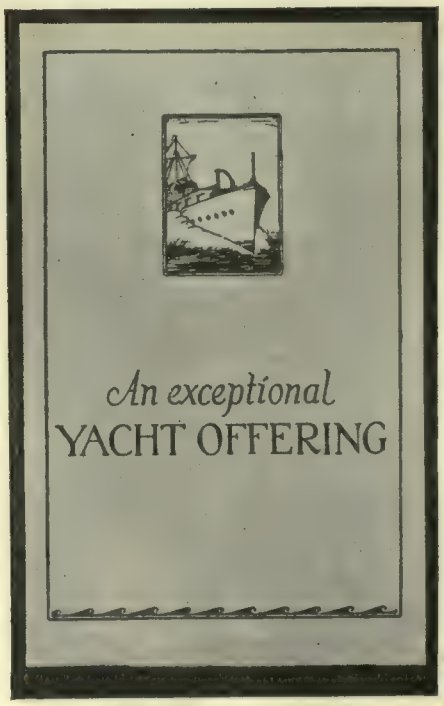
By Frank Hough

NOT even a millionaire can afford to buy a hundred thousand dollar yacht and assume at the same time the tremendous expense which the upkeep of such a plaything automatically involves. A man must be in the multi-millionaire class before he can seriously consider such a step. How, then, is a firm, yacht designers and brokers, going to dispose of such a craft in the shortest possible time when they find it on their hands with no prospective purchaser looming up on any horizon?

The firm of Henry J. Gielow, Inc., found itself in the position described above. The yacht in question was a luxurious craft about four years old which they had just overhauled and rebuilt in the most thorough fashion. It was complete in every detail, even to a uniformed crew; it was ready to put to sea at a moment's notice—but it lacked an owner. And in the meanwhile the yacht lay idle while the crew continued to draw their pay and eat into whatever profits the broker might make on the sale.

Mr. Gielow was a yacht designer and builder by profession and in common with the general run of professional men he looked askance upon advertising. Doctors and lawyers seldom advertise; it is unethical, they say, in the professions. And Mr. Gielow had never advertised. But to the present problem there seemed but one answer.

What the Henry J. Gielow Company finally did was to prepare a mail campaign of the simplest and most direct nature. This consisted of a well illustrated folder which briefly described the yacht and showed various exterior and interior views. The folder was made up on attractive stock, and typography and art were done in the best of taste. There was no mention of price, and only the barest details of size and dimension were given. There were no plans or blueprints. There was no sales letter attached; simply a brief facsimile hand written slip: "To my mind this is an exceptional offering. If you can't avail yourself of it perhaps you have a friend who might be interested. Thanks." Signed, "MacDonald." Then slip and folder were mailed special delivery to a selected list of 632 men, all of them multi-millionaires.



Possibly the key to the success of this experiment lies in the attached slip; possibly it lies in the pictures or in the text. More probably it would be found in the psychology upon which the whole plan was conceived. At any rate, those 632 folders which cost, including postage, addressing and mailing, only $735, brought fifty-two replies. Nine days after they were put in the mail the yacht was sold for one hundred thousand dollars. And not only was the yacht sold, but nineteen of the fifty-two men replying were interested enough to request the Gielow company to draw up for them special plans for prospective yachts to be built for them to order!

Considering that the results of

[CONTINUED ON PAGE 62]

THE · EDITORIAL · PAGE

"People Are Buying Brands"

A LETTER written by the Andrew Jergens Company, the well-known soap makers, to the *Manufacturers Record* contains this significant statement:

As a matter of fact, in the toilet goods business it is getting more and more a matter of advertising or die. It is impossible to do business on the old basis any longer; people are buying brands and not goods. We believe you will find this to be absolutely correct if you will take the trouble to check the products that have grown in sales and those that have died during the past ten years.

This is undoubtedly true in the toilet goods business, and other lines are rapidly approaching this same situation. The day is fast coming when manufacturers will not need to stop and ask themselves whether it "pays" to advertise; they will know that they will *have* to advertise if they expect to build a business. They will realize that advertising is not a force apart but just as necessary and definite a function of their business as selling, to be handled in just as business-like a way.

If people are going to buy brands and not goods, the sales department will have to sell brands and not goods, and brands can be introduced by advertising more economically than by personal salesmanship, for advertising can introduce them to the dealer and the consumer at the same time, thus creating a market and helping with the sales department's job of establishing distribution at the same time.

No Excuse for this Publisher

THE manufacturer of a drug specialty recently consulted a certain large newspaper as to the feasibility of advertising his product in that paper's territory. The publisher gave him every assurance that he would find it profitable to launch a big advertising campaign, and as an indication of the potentialities cited the experience of another manufacturer of an entirely different type of speciality in the same territory who had "made a killing" in four months.

This publisher knew his territory thoroughly as a market area, but in measuring its potentialities for the new product he used the same measuring stick for two entirely different products, one appealing to people's vanity, which could be sold to as many people as could be advertised into feeling sufficiently vain to spend two dollars for a package of the product, the other a specific remedy for a certain ailment, with only as large a potential market as there might be people suffering from that ailment.

Had not this manufacturer sought other counsel he would in his inexperience have shot his advertising bolt in the expectation of duplicating the "killing" made by the advertiser of the vanity product—and then stopped. As it is, he will advertise in this same newspaper, but he will do so in a much saner way, with the expectation of it taking perhaps three years to accomplish what he had been led to suppose could be done in a few months.

Advertising will suffer so long as there remain sellers of space who, through ignorance, thoughtlessness or selfishness feed prospective advertising on such false hopes. It is easy enough for the business man who has never advertised to expect too much from advertising, and to spend his money without a realization of the psychology of markets as applied to different types of products; but there is no excuse for any publisher not taking into account such elemental marketing factors.

More Neighbors

SAID Milo C. Jones, of Jones Dairy Farm Sausage fame, in one of his early advertisements:

"For many years I have been making sausage for my neighbors. Now I am simply trying to enlarge my neighborhood."

Was ever the mission of advertising better expressed?

Cream of Wheat's Challenge

LIKE a bold warrior in the olden tradition, Cream of Wheat has flung the glove of challenge at the Federal Trade Commission.

The best interpretation of the law on price maintenance to date has been that a very strict chalk-line had been demarcated, which could, however, be walked, if one took care. This line Cream of Wheat dutifully walked—but it got one of the famous "cease and desist" orders, nevertheless!

This is quite enough to put fire in the eye of a company traditioned by its founder, Colonel Emory Mapes, whose mettle is a matter of advertising history, in the days when he applied a rather hot poker to the circulation liars. Accordingly, as told elsewhere in this issue, Cream of Wheat (and just about on Independence Day, too!) issues a document to its customers which has something of the declarative tones of another famous Fourth of July manuscript.

The rights which Cream of Wheat claims for itself have for some time been regarded by more timid manufacturers as beyond the pale of legality. Others more strong and courageous have gone ahead on precisely the Cream of Wheat formula of rights. But the Cream of Wheat pronouncement puts this formula down in black and white; it is no weak, temporizing thing, earmarked with a lawyer's cautious ifs, buts and whereases. It is unequivocal and invigorating in its common sense claim of what are, after all, the simplest constitutional rights.

It is to be hoped that the intolerable price maintenance situation will be cleared up sooner as a result of Cream of Wheat's courage.

A London Echo

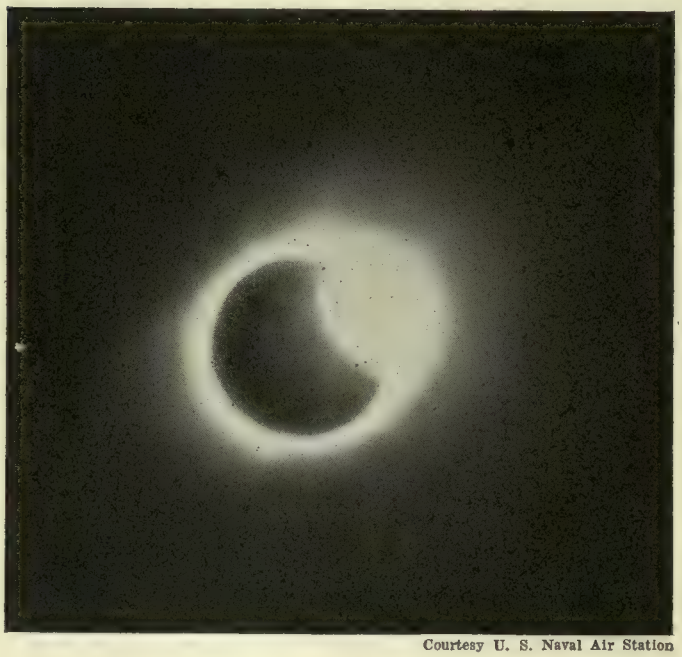
A YEAR ago this week organized advertising was gathered in London for the first truly international advertising convention. For several months past the impression has been growing upon us, from indications not of any great importance individually, perhaps, but of considerable significance when taken together, that the London Convention of the A. A. C. of W. did more than any of us of this generation are likely to realize to internationalize advertising thought and practice.

The Weather That's Coming

Long Range Weather Forecasting as a Factor in Industrial Planning

By Floyd W. Parsons

NOTWITHSTANDING the fact that long-range weather forecasting has come in for considerable mention during the past year, recent developments justify the close attention of business men to this new science. The pages of history record a series of climatic changes and weather phenomena that gave us years of plenty varied with years of famine. Furthermore, those of our scientists who have attempted to interpret the meaning of geologic and other signs that connect us with the ages that went before our present civilization commenced, inform us that the earth has passed through alternating periods of abnormal heat and cold. Some thousands of years ago the icecaps of the Arctics extended far into our temperate zones.



Courtesy U. S. Naval Air Station

Now the exact causes responsible for these climatic changes have not been understood. Everyone of course knows that the sun is our source of light and heat. But until recently we have not had means and methods available for determining with accuracy the quantity of heat the earth received from the sun per unit of time. Our U. S. Weather Bureau could tell us whether a year had been unusually warm or cold. It could forecast with reasonable certainty the changes that would take place in the weather during the coming week. But any prophecy covering the conditions that would prevail months later has always been set down by our weather sharks as nothing more or less than pure speculation.

The present effort represents an attempt to forecast the weather months and years ahead. If this should become possible, the benefits to civilization would be immeasurable. We would be able to know beforehand the coming of famine, droughts and other disasters, making it possible for nations to prepare for these emergencies. Our agricultural industry might shape its plans in accordance with prognostications and thus avoid tremendous losses. Hundreds of industries and thousands of corporations might modify their policies and thereby effect great savings by utilizing in a practical way such advance knowledge.

IN this age of scientific miracles, an achievement of this kind is not at all impossible. Our meteorological experts are now supplied with marvelous heat-measuring devices that make it easy for them to determine the heat we get from the sun per square centimeter of the earth's atmosphere per minute. The investigations to date have shown that the normal quantity of heat coming from the sun per unit of area and time is 1.94 gram calories. This number represents what we now call our solar constant. If the heat we get from the sun goes above this figure, the solar curve rises; if it goes below, the curve declines. The amount of heat we get is influenced largely by the number of spots on that portion of the sun that faces us.

When we get an excess of heat from the sun there is a contraction of the great cold water areas throughout the world. Commencing in 1917 and continuing through 1920, the heat from the sun was abnormal, and the solar constant ran up to 2.00 and remained there until early in 1921. As a result of this excess of heat, there was a material increase in the temperature, volume and current of the Gulf Stream and other warm currents flowing from the tropics.

Now the effect of any excess or deficiency of heat we get from the sun during any period is not fully felt for a year or two later. As a result of the rise in the solar constant that commenced in 1917, the Gulf Stream by the end of 1921 had pushed its way as far north as 79 degrees, and its surface temperature showed an increase of 12 degrees above normal. In 1922 the seas north of Europe were ice free, glaciers melted, the migrations of fish to the north seas were not paralleled in a century, and the arctic regions generally attained a degree of warmth never before known. The earth's large absorption of heat during the four years ending with 1920 gave us comparatively mild winters up until 1924.

Now we come to another period of climatic change. Since the first of January, 1922, the solar constant has been at an abnormally low level. We have not been getting our usual quota of heat. The result has been a lowering of ocean temperatures,

BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn
INCORPORATED

An advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
W. R. Baker, jr.
Frank Baldwin
Bruce Barton
Robert Barton
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
Arthur Cobb, jr.
E. H. Coffey, jr.
Francis Corcoran
Margaret Crane
Thoreau Cronyn
Webster David
C. L. Davis
Rowland Davis
W. J. Delany
W. J. Donlan
Ernest Donohue
B. C. Duffy
Roy S. Durstine
G. G. Flory
R. C. Gellert
Geo. F. Gouge
Gilson B. Gray
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Clara S. Hawkins
P. M. Hollister
F. G. Hubbard
S. P. Irvin
Henry S. Jones
Charles D. Kaiser
Dorothy Kenney
R. N. King
D. P. Kingston
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
Harford Powel, jr.
T. Arnold Rau
R. C. Shaw
Winfield Shiras
Irene Smith
H. B. Stearns
John C. Sterling
J. Burton Stevens
William M. Strong
D. B. Wheeler
C. S. Woolley

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

the full effect of which is yet to be felt. A few months ago the solar constant curve started upward, but the rise did not go far. Not only are we still getting less than normal heat from the sun, but it appears that the drift of the solar curve is downward again. The longer this deficiency in heat continues, the more serious will be the outlook. The trouble with most of us is that we are inclined to base our diagnosis of the weather on the temperatures prevailing each day in our offices and homes. When we get an unusually hot day, we are ready to agree that all of this talk about a drop in the solar constant is nothing more or less than scientific bunk. Toward the end of May, when the country suffered from a record-breaking cold spell, and damaging frosts occurred in hundreds of places, most of us who have followed this work closely were quite sure that these long-range weather prophets knew just what they were about. A couple of weeks later, when it was 95 in the shade, we were no less convinced of the futility of a scientific effort of this kind. Such complete reversals of opinion always occur when one's viewpoint is based almost entirely on the developments of the moment.

THE thing we must get straight in our minds is the fact that even if we were to have another "year without a summer," such as occurred in 1816, it would be perfectly possible for us to have at the same time during the summer months of that year some days so warm that all heat records would be broken. A condition very much of this kind exists today. World weather is literally upside down. Last winter in northern Europe was a time of abnormal warmth; at the same time in southern Europe there were record snows and abnormal cold. Three weeks ago in northern Russia they had the heaviest snows for that period of the year ever recorded in history. A few days later, in England, they were suffering from a spell of intense heat.

The second week in June, along the eastern coast of South America they had the heaviest snows in a generation. These snows extended northward to a latitude that would be equivalent in our country to the latitude of Georgia. Since June is the first month of winter in the Southern Hemisphere, these snows have indicated an early and severe winter.

All of these happenings are merely forerunners of what is coming. It is not the Northern Hemisphere, but the Antarctic region that we now recognize as the principal factor in the making of world weather. Surrounding the South Pole is a great tableland having an altitude of nearly two miles and an area far greater than that of the entire continent of Australia. Because of its high elevation this Antarctic continent is particularly susceptible to the effects of changes in solar radiations. A slight increase in the heat we get from the sun means a material rise in atmospheric pressure over these high lands. A fall in the solar constant has a contrary effect. Such changes bring about variations of great importance in the winds that flow out of the Antarctic.

FLOWING out of this frozen area at what we call the bottom of the earth, are three great cold currents. The largest of these, and the most important of all ocean currents, not excepting the Gulf Stream, is the Humboldt current that runs northward along the west coast of South America. Never has the force of the Humboldt current been so great as it is today and never has it carried such a large amount of cold water from the South Pole up toward the tropics. It has pushed two degrees farther north than usual and has trapped the warm waters of the Gulf of Panama, causing a heavy current of heated water to flow down the South American coast, overriding the heavier Humboldt stream and reaching as far south as the Chilean coast.

This is the most striking meteorological event that has happened in centuries. The result has been that immense winds, laden with moisture, have swept inland across Peru and northern Chile to the Andean slopes, causing heavy precipitation. Recent floods in Peru have not been equaled since the days of Pizarro, and rains have fallen in deserts where no white man had ever seen them before. River beds that have been dry for generations were filled with water, and villages built in these river beds have been swept away. A barren land has commenced to bloom, indicating what may be a return to this country of a pre-Inca climate. The records of history tell of the existence of an agricultural population that inhabited the ancient terraces of the Peruvian Andes more than 2000 years ago. In recent ages it has been impossible to cultivate this land because of the utter lack of moisture and therefore the country could sustain no population at all.

Similar reversals of weather are predicted for many parts of the world. Many regions that have been wet will be dry, and other sections that have been arid will be subjected to an abundance of rain. Almost the entire Southern Hemisphere in recent months has suffered from a series of floods, each of which is traceable to abnormal conditions in southern oceanic currents. The cold Australian current, rising in the Antarctic, has now attained a very low temperature and is flowing northward in increased volume. This cold stream has pushed far beyond its customary limits and has hemmed in the warm waters of the Timor Sea off the north coast of Australia. This development has brought the heaviest rains and floods to South Australia that have been recorded in 86 years.

Another cold stream, known as the Benguela current, which also arises in the Antarctic and flows up the south Atlantic, west of Africa, has similarly increased in volume and speed, bringing northward so much cold water that the warm water of the Gulf of Guinea has been shut in on the African coast, bringing heavy floods and rains to Rhodesia, Portuguese East Africa and the Zambesi country.

FROM all of this it is evident that colder oceans and an increased flow of water from the north and south polar regions may bring about changes in oceanic and meteorological conditions that will result in rains and heat in most regions, while in other places there will be abnormal cold and drought. An inevitable result of these changes is certain to be a dangerous disturbance of crop conditions in many parts of the world. It may be that we are on the edge of climatic changes of primary importance. A study of the tree-rings of California and the desert country of Arizona has proved that this western section of the United States enjoyed long periods of humidity at intervals during the past 4000 years. A study of ancient history also provides evidences of the movements of early Asiatic populations from vast areas which had been transformed from fertile lands to arid deserts. Scandinavia, due to the disappearance of the Arctic icecap, once possessed a warm, dry climate, under which its Nordic population had developed the civilization and literature of the Bronze Age. Later there came a sudden change in Scandinavia to a cold, wet climate, which sent the en-

[CONTINUED ON PAGE 72]

The Railway Service Unit

A.B.C. and A.B.P.

Direct Your Message to the Right Railway Men

through the five departmental railway publications which constitute *The Railway Service Unit.*

The departmental organization in the railway industry and the widely different railway activities make it necessary to gain, effectively, the interest and confidence of each department individually.

These five railway publications accomplish this by each one being devoted exclusively to the interests of one branch of railway service—and their effectiveness is shown by the classified circulation statements and the high renewal rate.

Our Research Department will gladly furnish analysis of the railway market for your products.

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street New York, N. Y.

Chicago: 608 S. Dearborn St. Cleveland: 6007 Euclid Ave. Washington: 17th and H Sts., N. W.
Mandeville, Louisiana San Francisco: 74 New Montgomery St. London: 34 Victoria St., S.W. 1

Cream of Wheat Buckles on Armor for Price Maintenance Fight

A FAMOUS advertiser — Cream of Wheat—has joined the ranks with Colgate, Mennen, Beechnut, etc., in carrying on the fight against unreasonable restrictions in protecting resale price.

Cream of Wheat was the recipient not long ago of one of the Federal Trade Commissions "cease and desist" orders, which was exceptionally drastic in prohibiting effort to eliminate price cutting.

Now Cream of Wheat has issued an announcement to its customers that it intends to carry the case to the higher courts, since it is not making agreements, expressed or implied, as to resale price, nor is it cooperating with agents, distributors or customers to secure resale price observance. This is in accordance with the general understanding of the last Supreme Court decision.

But Cream of Wheat declares now to its customers that it considers the following rights lawful, and will fight for them until the Supreme Court orders otherwise:

1. It has the right, which it intends to exercise, of requesting its customers not to sell Cream of Wheat purchased from it for less than a designated price.
2. It has the right, which it intends to exercise, where in its judgment it is for the best interests of the trade to do so, to refuse to sell to customers who see fit to sell, as they are free to do, below the minimum price requested.
3. It has the right, which it intends to exercise, to announce in advance to its customers that it may refuse to sell them in the event they see fit to sell Cream of Wheat below the minimum requested resale price.
4. It has the right, which it intends to exercise, to receive from its soliciting agents information as to the prices at which Cream of Wheat is being sold by its customers, and also to inform itself, through advertisements and other information publicly circulated, of such prices without engaging in any cooperative action with other customers in securing such information.

All of which makes it interesting to size up anew the resale price cutting situation, and especially to look more closely at several plans *undertaken by dealers themselves*, which are widely credited with success in discouraging price pirating.

First, what is known as the Minneapolis plan. It is not a *manufacturer's* defensive move against price cutting, but a retailer's self-protective drive. For years students of price maintenance have known that 98 or 99 per cent of retailers were against price-cutting. What is more logical than that retailers, enlightened by their knowledge of motives and trade economics, should "fight fire with fire"?

For years a certain Minneapolis department store sold groceries at a cut and thereby greatly disorganized local grocery selling. Its grocery department grew very large. Then the Minneapolis Grocers' Association stepped into the picture. The moment the department store came out with its list of cut prices, *all Minneapolis grocers at once sold the same goods at exactly the same prices as were advertised by the department store.* Not lower, but at exactly the same prices. Nothing was said to connect up the move with the department store; but it soon became generally understood that if you saw the department store's grocery advertisement, all you had to do was make up an order from it and give it to your corner grocer. Not only that, but the department store was unable to attain the prestige of a bargain, since the consumer quickly discovered that the items were not "special" but "general"—common all over town! At the end of 30 days or so, the department store owner came to the headquarters of the grocers' association and acknowledged that he was beaten. He wanted to join.

THIS happened some years ago. Today the Minneapolis plan—by one name or another—is being applied with success in a number of cities; not against department stores alone, but mainly against chain stores. The method is simply that of advertising and featuring carefully priced merchandise in the same manner that the chains do. Independent retailers have bargains to offer as well as have the chain stores, but they have not always bulletined them in window streamers or newspaper advertisements. Now they do.

The San Francisco plan, too, is the work of the retailers to eliminate the price cutter. The grocer's association there is strong and active, with a sizable sum in the treasury. Let a price cutter open a store in 'Frisco, and the association at once calls on him officially, to try to educate him. Failing in this, the war on him is on. The association's members in the neighborhood are given liberal help. Four or five fellow grocers put in time after hours to help dress up their windows. Whatever the price cutter's cuts, the other stores cut lower by two or three cents. They have the association's backing to "go the limit." They rarely need it. The price cutter is doomed to inevitable defeat. If he's bright, he'll repent and come into the ranks of the "regulars." If not, he fails in rapid time.

The statistics as to the cost of such fights are amusing. The cost to the association reaches all of $2.85, or as high as $5.00 sometimes!

THE truth—as the above facts well illustrate—is that price cutting is dying a death of attrition and of attack on many sides. Nobody is its friend excepting a group of chains and a comparatively small number of retailers. The department stores are finding it constantly more difficult to secure standard goods for bargain sales; and the chain stores are each year cooperating more loyally with advertisers. They see that price cutting is a negative practice on which they have no monopoly.

A disturbing factor in a few fields has been the imperative necessity of some concerns of "dumping" merchandise in large quantity upon department stores or chains at heavy sacrifices. The radio field has been an outstanding example of this. It over-produced last year, and this spring was forced to liquidate in very large quantities, permitting the large stores to sell at prices much below what dealers handling the goods were obliged to ask for it. This radio situation affords an example of a yound industry, as yet unstabilized, which cannot hold the even pace and cannot exact the uniform distributive standard which a long established firm in a less hectic line of trade can exact.

"The best newspaper in the world for thinking Americans"

CHARLES W. ELIOT
President Emeritus of Harvard University

Many years of experience with The New York Times and of observation of many other newspapers, both American and foreign, have satisfied me that The New York Times is the best newspaper in the world for thinking Americans to take who want to get promptly all the news of the world free from guesses, comics, scandals, puzzles, gossip and mere speculation.

Sincerely,

Cambridge, Mass., April 24, 1925

Charles W. Eliot

The New York Times

"All the News That's Fit to Print."

WITHOUT COMICS WITHOUT PUZZLES

AVERAGE CIRCULATION, DAILY AND SUNDAY, 387,934

(As reported to the Post Office Department for the six months ended March 31, 1925)

Strictly a Newspaper—For Intelligent and Thoughtful People
Unequaled in Completeness and Quality of News

Its Advertising Columns Are Informative, Clean, Trustworthy
Read The Times—It's a Liberal Education

The New York Times Accepts No Returns. Newsdealers Can Supply Only the Regular Demand. Order in Advance.

Selling Costs of Advertised and Non-Advertised Goods

By J. George Frederick

A SHOE salesman frankly admitted to me during the course of an argument that he would rather sell the shoes of a certain famous company at 3½ per cent commission than those of another brand I named at 7 per cent. The latter brand was unadvertised. This statement, and the great economic truth which it implies, should prove an eye-opener to all salesmen who continually agitate for a general increase in the level of their commissions without taking the trouble to study the situation from its many angles.

Salesmen are not alone in this shortness of perspective; manufacturers are often equally blind. Take, for instance, some inside facts about the hosiery field which I have gathered. I have selected the hosiery field simply as one of many possible examples for illustrating the point I am making. The facts here are almost identical with those concerning men's ready-made clothing, men's apparel, shoes, and other lines where the same general practice of payment by commission prevails. They make a striking example of the effect of sound advertising upon selling economics.

Class I (Composed of six manufacturers whose hosiery brand names have become household words through constant advertising):

	Per Cent Paid to Salesmen
No. 1	3
No. 2	4
No. 3	3½
No. 4	3½
No. 5	3
No. 6	4

Class II (Composed of five hosiery manufacturers fairly well known to the trade, but who either do not advertise at all, or advertise spasmodically):

	Per Cent Paid to Salesmen
No. 1	5
No. 2	5½
No. 3	6
No. 4	7
No. 5	7 to 10

The contrast is definite, not only in the amounts paid to salesmen, but in the relative status of the companies and the soundness of their positions. It is well to note here that the total sales of the five companies in the second group do not equal the volume of sales of any two of the companies listed in Class I.

Furthermore, the companies in the first group do not feel obliged to pay straight commissions. They have further capitalized on their consumer status by putting salesmen on a salary basis, pure and simple, with calculated expectations of results and bonuses for exceeding quotas. The rates quoted, therefore, are not straight rates of commission as are those in the second group, but an approximation of the manufacturers' sales costs in salaries and expenses of salesmen. In lively selling periods this percentage actually declines, whereas the other companies, selling on a strict commission basis, pay increased premiums to salesmen in flush times.

Most discussions of selling cost reduction through advertising lay stress on the economies made possible in production cost through larger volume, or a somewhat theoretical reduction in sales resistance. But here are statistics indicating very definitely how the actual *field cost of selling* is reduced. A salesman for a house in Class I will sell annually about $225,000 worth of hosiery to earn about $7,500, which is 3 or 3½ per cent. And he can do this with ease as compared with a salesman for a manufacturer in the second group who must work hard to sell only $75,000 annually to earn the same amount by straight commission on a basis of 10 per cent. What is more, he—like the shoe salesman earlier referred to—will admit, if he is equally frank, that he would rather sell at 3 or 3½ per cent for a good brand than at 10 per cent for an unknown one.

ONE may ask how the *general* selling cost in the hosiery field compares between Class I and Class II (advertiser and non-advertiser). The difference shows up even there, for the selling cost of the well-known advertiser, inclusive of advertising cost, is about 11 per cent; whereas the non-advertiser has a cost of 14½ per cent to 18 per cent —often even higher.

Is not the advertiser who spends 2 per cent to 3½ per cent on advertising and another 3 per cent or 3½ per cent on salesmen's expenses in the same boat, after all, with the non-advertiser who spends an equal total—say 7 per cent—for the salesmen alone? The answer should be fairly obvious to anyone who knows merchandising: the advertiser is in by far the better position, for these reasons: (1) he controls his trade more effectively; (2) his expenditure on advertising is cumulative in effect—it is a permanent investment with a book value; (3) his volume is invariably larger and hence his profits aggregate larger, even if his rate of profit is no higher than that of the non-advertiser.

A NEW slant on business has been uncovered in recent years which lends further point to this discussion. It is that in some lines of business increased volume is inevitably accomplished at increased cost of doing business. Some years ago a study of a certain line of trade showed that those firms with annual volumes of business under $1,000,000 had a cost of doing business of 27.1 per cent, while those with a volume *over* $1,000,000 had a cost of 28.6 per cent. Thus the interesting factor comes up that the cumulative value of advertising and the lessened salesman's cost tend to lower this increased cost for the advertiser, whereas the non-advertiser must bear the burden of higher cost if he wants more volume. There are classic examples like that of Cream of Wheat, where advertising has more than hacked down the expense of salesmen: it has done away with them altogether.

In the hosiery field there is a big advertiser whose total sales cost is 15 per cent (10 per cent selling, 5 per cent advertising)—2 to 3 per cent above the selling cost of many non-advertisers—who is paying fat

THE *INTERRUPTING* IDEA

NUMBER TWENTY-EIGHT NEW YORK JULY 1925

BENJAMIN FRANKLIN

"Time once lost can never be regained."

The Fourth Dimension

E. H. HARRIMAN had just modernized the Union Pacific to Ogden. Now he needed some way to speed traffic on to the Coast.

His cash in the U. P. treasury was less than 4 million. He borrowed 50 million, and gained control of Southern Pacific.

Harriman then summoned Julius Kruttschnitt, General Manager of Southern Pacific. In a 2-hour conference, he laid out improvements calling for 18 million more. Kruttschnitt asked how fast he should spend it.

Replied Harriman: "In a week."

§

MOST enterprises of Harriman's day planned for the balance sheet of a year.

Harriman himself and modern enterprises of today plan for the progress curve of the years.

Failure, to them, is a decelerating curve, like this:

Temporary success is an accelerating-decelerating curve, like this:

Complete success is an accelerating curve, like this:

When a business man gets his eye on these progress curves, he gets a new viewpoint on everything about his business.

Time is no longer something which gives merely yearly output, turnover, dividends. It becomes the 4th dimension. It determines something which profoundly affects—and often supersedes—all other factors. That something is ACCELERATION.

§

THUS, American business generally has developed three of its outstanding characteristics,—namely, its vision in aiming at acceleration; its patience in preparing for acceleration; its courage in investing in acceleration.

And thus, America has become the land of advertising. Advertising is acceleration's motor. It brings next year's volume this year. It condenses ten year's growth into five years. It wins the markets of tomorrow for today.

§

THIS "acceleration" concept of advertising was never better expressed than by a man much in today's business eye. He said:

"Whether this advertising costs us a few per cent more or a few per cent less—makes no difference.

"We want progress. We want progress in 1925, —for 1925 can never be brought back again. This progress—this year—is vastly more important than a 2% or 3% saving. For it may eventually be the means of a profit many times more, year after year."

§

THIS man* has commissioned Federal to direct and execute his "advertising drive on 1925."

Federal has the merchandising skill,—to give the advertising direction. It has the Interrupting Ideas, —to give the advertising penetrating power. It plans aggressive campaigns,—to give the advertising producing power. These are the trinity which builds "acceleration."

*D. A. Schulte, President A. Schulte Cigar Stores, Secr'y Park & Tilford, Dunhill of London.

§

"THE INTERRUPTING IDEA" *is also issued as an independent publication, printed on Strathmore Paper. Executives who wish to receive it regularly are invited to write to the* FEDERAL ADVERTISING AGENCY, *Six East Thirty-ninth Street, New York.*

dividends while the non-advertisers are constantly on the verge of insolvency. Further, there are mills in the same field which have virtually no selling cost (selling through jobbers on contract) who are, nevertheless, exceedingly envious of the high sales cost, direct-selling mills which have achieved a far stronger position.

It should be clear from all this that the *policy* is the thing, in the hosiery as in any other field, and that selling cost is a matter of "relativity" after all. A concern with the right view and the right methods might, for a period of development, spend 18 per cent or even 20 per cent on selling cost and show an operating loss, but go serenely on its way, knowing that it is capitalizing itself toward a sound position—like a locomotive using steam to start a train at a rate that it could not hope or expect to continue once the inertia of a dead start is overcome. This is not a particularly "advanced" policy today. There are firms which are going even to a greater extreme: that of capitalizing a new article's future by selling it at an operating loss until that time when its lower price will automatically have created the wider market and superior competitive status which the low price must bring.

The matters discussed here involve policies whose scale is tremendously broad. When more manufacturers have come to comprehend all the possibilities which are implied, there will be more sound business; and, incidentally, more advertisers.

Morons vs. Monkeyshiners

By Kenneth M. Goode

JUST as a child likes to see its face in a mirror, so we grown-ups like to see our own names in print. This is universal; as true of big men as of small towns.

Still more gratifying to see our names in print — even if only a letterhead—as a part of important causes and great concerns. The title "Vice-President," for example, saves the corporations of America millions of dollars a year in salaries.

Most gratifying of all, of course, is to get our names into the newspapers in connection with some great struggle: with Dempsey-Gibbons at Shelby or the Moron-Monkeyshiners at Dayton.

To many earnest Americans, unrelieved by a saving sense of humor, all great issues of Truth, Religion, Science, Free Speech, etc., seem focussed, as through a burning glass, on the little Tennessee town. As a matter of fact these great abstracts are infinitely absent from the one and only simple question involved: whether people who pay for the schools have the right to say, through their representatives, what their own children are to be taught —a question decided without much fuss in our New York Public Schools.

So far as scientific truth is concerned, Tennessee's opinion of Evolution will have about as much effect as a new-born sardine swimming against the tides of the Atlantic Ocean.

Whether the Scopes case was conceived in iniquity with an eye to the newspapers or whether it merely incubated in their genial limelight, Dayton has apparently picturesquely and dramatically enthroned that

Kenneth M. Goode

magnificent catch-word "monkey" and handed the whole, fat, juicy mess to the newspapers in a thin, dry July. So we may expect to see the one time "Smith's Cross Roads" get at least as many columns of free publicity as the League of Nations in its vital days.

Cheap fireworks burn quickly. But as a discouraging consequence we may, perhaps, look for a stupid resurgence of the wave of publicity seekers from cities all over the United States. Amateur press-agents and half-baked experts, encouraged by Dayton's coup, may soon be having Reno rise in defense of the doctrine of the Immaculate Conception, and Sing Sing gravely debating—through the press—man's inalienable rights to Liberty.

Sophisticated newspaper editors may be trusted to handle the situation; and advertising men should be the very last to resent this inherent impulse to get into print.

Nowadays it is the fashion to decry the press-agent. He is instinctively recognized as an enemy who tries to furnish free the same space that advertising men work so hard to have people pay for.

Yet the most ethical advertising man and the wildest eyed press-agent are, so to speak, related exactly as are man and monkey. Not direct descendants in either case, but concomitant progeny of a common cause.

Both press-agents and advertising men live on income derived from somebody's desire to have his name, his goods, his town, in print. And, in more cases than we willingly admit, even to ourselves, that naive vanity we deride in Shelby and Dayton, mingles in alarmingly large proportions with the recognized commercial urge.

This, naturally leaves the legitimate advertising man but one sure way to rise above his press-agent cousin, child of the common ancestor.

Just and only so far as the advertising man's conscience and professional skill can guarantee actual profits of a size, celerity, certainty and regularity fairly comparable with those from an equal investment in any other branch of his client's business, just that far it seems to me, can he safely look down on his spectacular rivals at Dayton.

Every Representative

of the advertising department of The Iron Age carries a most interesting Pocket Manual ~ one that you should see.

Ask about it — take a trip thru the Metal Trades~know the tremendous markets therein and how they can be reached.

There is only one way to see this information~and that's by getting in touch with The Iron Age representative in your territory. No other copies of this manual are in existence.

Charter Member
A.B.C. A.B.P.

The Iron Age
Advertising Representatives

Chicago, Otis Bldg	Franklin 0203	F. S. Wayne
Pittsburgh, Park Bldg	Atlantic 1832	W. B. Robinson
Cleveland, Guardian Bldg	Main 6432	Emerson Findley
Cincinnati, First National Bank Bldg	Main 5020	D. G. Gardner
Boston, Park Square Bldg	Back Bay 2530	H. E. Barr
Philadelphia, Widener Bldg	Rittenhouse 3437	Charles Lundberg
Buffalo, Ellicott Sq	Seneca 2035	B. L. Herman
Detroit, 7338 Woodward Ave	Empire 4890	Peirce Lewis
Hartford, Conn., P. O. Box 81		D. C. Warren
Northern New Jersey, Elmwood Hotel, East Orange, N. J	Orange 1461	W. C. Sweetser
New York, 239 West Thirty-ninth St	Penn. 3200	F. W. Schultz, C. L. Rice, E. Sinnock
San Francisco, 320 Market St	Garfield 2444	W. A. Douglass

Written by Our Readers

Names and Addresses

THE JOSEPH KATZ COMPANY
Baltimore, Md.
June 20, 1925.

To the Editor:

Now I know why I like the FORTNIGHTLY. It tells a story with names and addresses—"That Night at the Stuyvesant's," for example.

JOSEPH KATZ.

Mr. Frost Takes Pen in Hand

FAIRLEE, VERMONT
May 20, 1925.

TO THE CIRCULATION MANAGER:

I don't suppose any magazine could be intrinsically much more useless to me than yours—in its matter, and especially in its basic assumption that the forcing of the output of mass production on the market is an important thing, and that the having of this junk is the supreme good of life. I'm afraid I'm one of these "overtrained" despicables that your writers take a crack at so often.

Frankly, what landed me was the familiar face and name of K. Goode. I thought a lot of him back in college and fraternity days—we even collaborated on a play once—and it was too good a chance to get in touch with what he's up to now. My very best to him!

Like Thoreau, I like to live my life with wide margins. I'm not "efficient." God forbid! Therefore I have time to write a long, impudent, useless letter once in a while when the spirit moves me. Sometimes I write for publication. I paid my respects to this "selling" idea in a story in *Scribner's*, July, 1923—so I've had my say in print too. The FORTNIGHTLY irritates me mildly, and I'm not sure but it may draw out another such eruption.

For three months or so in summer I conduct a little laboratory course in "business" here now, partly for the modest sum there is in it, partly for what I can learn by it. I'm president, general manager, treasurer, advertising manager, salesman, superintendent, foreman, and the entire force clear down to night watchman and office boy. That's all right. Every problem that can come up in a big business comes up in miniature here—including the publicity end. I experiment. If an experiment backfires no bones are broken. The explosion is only test-tube size. But it is just as significant as if it killed me.

This is interesting. I'm getting ideas. I begin to see why one business venture grows enormously and four go to the wall. I'm surprised at a lot of things I learn. I never did understand just how and why "business" worked—or that in so large a proportion of cases it *didn't* work. I'm surprised that "publicity" is so unimportant a factor where goods and prices are right, and cutthroat competition is eliminated, in anything that the public really needs or wants to have.

It strikes me that a lot of your "advertising and selling problems" aren't really in your department at all, but arise because the goods are superfluous, are things the public would be just as well off without, or because the ground is already covered and the business can grow only by taking from existing "competitors," or because it is being attempted to take too big a profit, or ask too much to cover selling costs or something else that isn't there in the article after the consumer gets it. You'll get my ideas. We're a nation of wasters. Forcing goods, spending money to create artificial wants, is going beyond the legitimate function of marketing, and in the long run wrecks the machine. Naturally it creates "problems."

My laboratory experiments indicate to me that an effort to "deliver the goods" goes a long way farther than any attempt at "selling." Business in this country has its eye glued a good deal too tightly to the idea of "making money." Immediate profits loom too large. Big money and big business and mass production—call for big "selling campaigns"—and big overhead—and are likely if not braced by a monopoly advantage to end in a big crash. There's a lot of rot talked about "service" in business, but I think too often it's only talk, the money is the thing, and it *is* service after all that has got to hold the structure up. Goods should sell themselves. If the public aren't morons, and things are right, they will. (I decline to discuss the mental development of the American public—and it's open to debate. Only if we *are* morons, we're lost anyway.)

Pardon garrulity. As a man rather than as a laboratory experimenter I question whether multiplication of material wants at the cost of independence and usually of intellectual honesty—speaking humanly—pays. I'm done myself with being some other man's man. Give me liberty or give me death. Money won't pay for it. The holding of a whip myself won't compensate me for having a lash touch my hide. But mass production and big business mean that for the mass of men—must. Back of the rattle of tin Lizzies and purr of big cars (not paid for) and behind the cosmetics I seem to smell dry rot. No thanks! I don't wonder the rest of the world hates us.

Well! well! Here's quite a little money's worth at my 5c. a word rate! But I enclose check for one year, which is what you want, so that's all right too.

Sincerely,
PHILIP FROST.

Do We Hear a Second to This Motion?

WESTINGHOUSE ELECTRIC & MANUFACTURING COMPANY
1535 Sixth Street, Detroit, Mich.
June 27, 1925.

TO THE EDITOR:

Have you ever thought about putting Odds Bodkins' "The 8-pt Page" into book form? That is, perhaps at the close of this year, publish those interesting pages under one cover?

Some of us turn to the sporting section in the dailies, others of us to the financial pages. And when the FORTNIGHTLY comes to me—I turn to The 8-pt Page.

Personally, I think if Odds Bodkins' writings were put in book form, they would make a mighty fine addition to any advertiser's library. Twenty-six copies of the FORTNIGHTLY each year is an excellent addition in itself!

Maybe some of you have the same sort of feeling. Maybe when December rolls around Odds Bodkins' name will be stamped in gold on the cover of a book that will be found in the treasured possession of a number of ad men. We'll see.

What say?

W. HUNTER SNEAD.
Publicity Division Manager.

Must Mr. Rountree Get a New Job?

DONOVAN-ARMSTRONG
Advertising
July 7, 1925.

TO THE CIRCULATION MANAGER:

It gives me pleasure to enclose check for three years' subscription to ADVERTISING AND SELLING FORTNIGHTLY.

But why the necessity of a Circulation Manager? The excellent publication that you are putting out should make this job unnecessary.

Very truly yours,
DONOVAN-ARMSTRONG.

Dragging It Into the Open

MCWANE CAST IRON PIPE CO.,
Birmingham, Ala.
June 22, 1925.

TO THE EDITOR:

I have just read "Orange Juice and Canada Dry" in your June 17th issue. I am certainly glad to see this sort of thing begin to get publicity. While I have never seen conditions actually as bad as this hotel manager describes, I have seen them pretty close to it. The temptation to congratulate you on dragging it out into the open is too strong to resist.

Yours very truly,
A. K. AKERS,
Publicity Manager.

IF THE DAILY CIRCULATION OF INTERBOROUGH SUBWAY AND ELEVATED ADVERTISING WERE CLASSED AS THE POPULATION OF A CITY ~ IT WOULD BE THE 2nd LARGEST IN AMERICA!

This is The Way it Would Compare

NEW YORK
POPULATION
6,000,000

INTERBOROUGH
"POPULATION"
3,000,000

CHICAGO
POPULATION
2,943,000

PHILADELPHIA
POPULATION
1,952,000

INTERBOROUGH ADVERTISING

Subway & Elevated Car Cards & Posters

CONTROLLED BY

50 UNION SQUARE **ARTEMAS WARD, INC.** NEW YORK N.Y.

"Let's Have a Smash"

By William E. Cameron

THERE have been many definitions of advertising, by many people. Nearly all of them have been academic—and fettered by pictures, in the mind's eye of advertising men and women—of what we would like it to be.

Let us consider the matter dispassionately for a little while, and let us, if you please, turn off the spotlight and see things as they are—without paint, whitewash, goldleaf or varnish. Let us, for a few moments, strip the flesh from its bones and have a look at the basic structure on which advertising should really be built.

We will all admit, no doubt, that to the consuming public, advertising is the visual presentation of merchandise, or of service. The laity has no knowledge of the intricate machinery which makes an advertisement. It knows nothing of the mental processes which contribute to the business messages printed in thousands of newspapers and magazines of one kind or another, every day, every week, every month. We must, then, define our product from the reader's point of view.

And here is a new definition! Advertising is *interruption*—interruption of a determination by a person to be informed, instructed, entertained or amused by the editorial content of a journal of some kind. That content is made up, as a rule, of letter-press and pictures—the first expressing ideas and the second illustrating them. In the midst of an article or a story, as the pages are turned, some advertiser says to the reader, "Just a moment, please—pardon the interruption, but here is something you ought to know. This is a message you ought not to miss. Here is merchandise you ought to buy—you *will*, when you have learned the facts about it."

Now that message is intended to compete with the editorial message—which has been put together at tremendous cost. Famous writers have been paid highly because of their power with the pen. Equally talented illustrators have been paid for the realism and force in their brushes and pencils. The reader has paid his money to own their product. So, whatever of letter-

William E. Cameron

press and pictures he finds, for which he has not paid, he must consider at least subconsciously as an intrusion upon his purpose—to read.

To us who make advertising, the intrusion is legitimate—just as legitimate as the call of a traveling salesman upon the owner of the Blue Front Hardware Store. It is the right of any advertiser to sell his goods wherever he can, to whomsoever will buy. Business is business, and will not be denied.

SO the advertiser has every right to make a mental call upon the reader, as the reader has every right to decline to be interrupted. Successful intrusion must depend upon the balance of power as between what the reader has paid to get and what must be to him gratuitous. There must be a good reason for asking him to leave the one for the other even momentarily.

The obvious method is to do it with *bulk*. It is the easiest method too, in the business of visualization. And too often, bulk is the easiest thing to sell to the advertiser when the dummy campaign is presented to him for his approval. The reason for this is a fundamental Americanism. For some cause there seems to be an idea in our minds that to be good, a thing must be *big*. Why? Would not the smallest locomotive in the world be as interesting as the largest one? Have you ever heard of a big canvas by Corot?

With us advertising people it seems that bulk has become a fashion, and advertising should not be governed by fashion. Selling goods is too difficult an undertaking for reliance upon whims and modes. The mental process is the same today as it was a century ago. Human contacts have not changed in character. There are more goods to buy than there were then, but desire for them is the same quality in humans. Facts must still prevail.

This fashion in advertising seems to dictate big pictures, big headlines, big signatures and ornament laid on in big areas. Back of it all is one thought by the advertiser, the agency, the artist and the writer. That thought is—"Let's Have a Smash." The purpose is, of course, to do the unusual in layout.

And as we turn the pages of any magazine, we will observe that, advertisingly, there are more *smashes* in it than anything else. So the unusual is made the usual. The whole selling picture is *big*. Most of the advertisements would be easier to read and to understand if they were hung on a wall—so difficult are they to grasp at arm's length. They are posters, if you please, in the compass of ten inches by twelve. Fashion runs riot. The exhibition is an eruption of *layout*.

Almost any advertising man will affirm that advertising is advanced salesmanship—that it does in a shorter time what the salesman would accomplish if he could make as many calls as does the printed message at the same time. Let us see then how he would go about it, if he could distribute himself into the consciousness of, say, a million readers. Would he change his tactics? How would the principle be changed? Have we clung well to the principle of selling in advertising? Have we addressed ourselves to knowing more about human impulses and human needs? Have we acquainted ourselves well with selling information to be passed on to the

MISSOURI RURALIST GAINS 21.7%

FOR the first six months of 1925 the Missouri Ruralist carrried 150,528 lines of commercial advertising. This means a gain of 26,886 lines or 21.7% more than the corresponding six months of 1924.

More advertisers each day are recognizing the prosperous condition of the Missouri farm market. This prosperous condition is reflected in recent U. S. Agricultural Bulletins which show Missouri far in the lead in condition of corn, wheat and other major crops.

Cash in on this prosperous territory by placing your message in the Missouri Ruralist, the outstanding farm paper of Missouri. 150,000 paid subscribers at $1.00 per line.

THE MISSOURI RURALIST

2206 PINE STREET, ST. LOUIS, MO.

An Arthur Capper Publication

C. H. ELDREDGE, *Adv. Mgr.* JOHN F. CASE, *Editor*

CHICAGO NEW YORK DETROIT CLEVELAND TOPEKA KANSAS CITY

reader? Do we really know our markets? Can they be sold—really *sold*—with big pictures, big headlines, big borders? And is the layout the persuading force that we *think* it is?

A salesman may be the essence of sartorial nicety. He may be well-built, handsome, radiant from tubbing. He may be graceful of manner and as agreeable to the eye as a human can be—correct from his thoroughly combed hair to his glistening boots—but until he opens his mouth and resorts to the power of words, he is a *layout* and a picture, even though he may be a human *smash* at that.

Is competition so easy that we can dismiss the argument for the goods with a wave of the hand and a *smash* illustration of any piece of merchandise? Observe, please, that the catalog and the booklet are not smash products. They get down to facts and stay there. Most of their illustrations are photographic and as accurate as a Scottish bookkeeper. So are the words in the descriptions.

It must stand to reason that once the eye has been attracted to the page by sheer size, it must be a difficult matter for this capricious and wandering organ to leave huge headlines and huge pictures to read twenty lines of text in ten point, and ten asides in boxed six point, describing ten different pieces of goods. The plunge is a mental shock. To ask a reader to take it is inconsistent.

It is submitted that type as small as six point is out of scale with a headline an inch high or a corporate name across two pages or a picture showing a landscape ten square miles in area.

In reading, the eye has been trained by long practice to do certain things. It does one thing at a time. It immediately recognizes a page that is meant to be merely looked at or one which is meant to be read. The page which is obviously a poster in structural character will be accepted as such by the eye, even though there has been dragged in by the heels the message in ten point.

If the creator of the piece shows by the use of such diminutive type that he considers the facts about the goods unimportant, the reader will see it also from that point of view, quite naturally.

Need the artistic imagination fly to

[CONTINUED ON PAGE 54]

Another Way of Paying Salesmen

By V. L. Nash

THE problem of compensating our salesmen, like the poor, we have with us always. Like Einstein's theory of relativity, we generally find all attempted solutions of it only relative. And in our business—selling automobiles—we consequently seem to be searching always for an ideal plan, by means of which we can give our salesmen the greatest opportunity and get the best results for ourselves. It is like the search for perpetual motion machines, but not quite as fruitless.

In selling automobiles, the most common method of compensating salesmen is either a straight salary or a uniform commission of 5 per cent of sales, the latter system being the most general. But neither of these seemed to pan out with us. On a straight salary basis we sometimes did not get our money's worth, while some of the more able salesmen did not find it satisfactory. The result was the constant change—too much of a labor turnover.

Our plan now, in operation successfully for a year, is to pay each of our salesmen $25 weekly, and no commission on any business up to $2,000 a month. From $2,000 to $3,000, we pay them 1 per cent; from $3,000 to $4,000, we pay them 2 per cent; from $4,000 to $5,000, 3 per cent; from $5,000 to $6,000, 4 per cent; from $6,000 to $7,000, 5 per cent. A kind of sliding scale.

V. L. Nash
President, Nash Motors Company

This salary, plus these graduating commissions, averages out around 5 per cent straight commission on the total sales of the company effected by salesmen, yet some of the top men are able to make a higher percentage than 5 per cent, while some of the beginners or less able salesmen are at least assured something for honest effort. A live-wire salesman may make as high as 7 per cent on his total sales for the year.

Under this sliding scale, one man in our organization made $1,792.54 in six months, whereas he would only have made $1,427.26 on a straight 5 per cent basis. Another made $2,264.30 in eight months, whereas under straight commission he would only have earned $2,017.31. The oldest salesman in our employ scarcely made his salary: namely, $25 a week. These results show us conclusively the salesmen who are working and on the job.

Thus, briefly, by the use of this plan we have made the salesman feel more or less secure, but with only meager returns unless he hustles; we have given the really able and ambitious men a special premium for results without adding to our selling costs; we have reduced the labor turnover in our establishment, and we have got high-selling effort and a pretty certain selling cost level, without exceeding the universal commission basis which prevails in the automobile business.

How big is *your* power-plant market?

THERE are nearly a hundred thousand power plants in the United States. They have a combined capacity of about fifty million horsepower and they invest over a half billion dollars annually in equipment, materials and supplies.

What do these figures mean to you? Nothing—unless you sell every product for every plant.

These power plants are scattered from coast to coast and from Canada to the gulf. Too big a territory to cover intensively. But they are concentrated in the great industrial centers — seventy-three per cent in less than twenty-five per cent of the country's area.

Fifteen per cent of these plants have over eighty-five per cent of the capacity and do over eighty-five per cent of the buying.

Some are steam, some are hydro-electric and some are of the internal-combustion class. Some burn coal; others burn oil. Some use stokers; some hand fire; and others use pulverized fuel. Some have engines; others have turbines. Some run condensing; others non-condensing.

These plants are found in all industries. Yet with the exception of the central stations no single industrial division has as much as ten per cent of the capacity and buying power.

All of the above facts and figures definitely limit your market. Until you know its dimensions you cannot develop your market without waste. And such waste is avoidable. Others are avoiding it every day. Before planning a sales and advertising scheme they get the facts about their market from POWER.

POWER can help you sound and weigh your market. The facts are yours for the asking.

POWER

A.B.C. *A McGraw-Hill Publication* A.B.P.

Tenth Avenue at 36th Street, New York

THE 8-pt PAGE

by Odds Bodkins

I AM reading with the keenest interest A. B. Farquhar's book, *The First Million the Hardest*, published in 1922 and now "out of print," I understand. Not that I am learning from it how to make "the first million," but I am learning much from contact with the mind of this man who started in business eighty years ago and knows how to "give down" what the years have taught him in a way that is both interesting and valuable.

I was interested to get his slant on the injection of "science" into the various phases of business. "Business has lost something of craftsmanship with the passing of the old expert owner who was always there and always insisted upon knowing all about everything that was done," he says. "The new way is better; it is always better to go about a task scientifically than by rule of thumb, but the new way is impersonal and always encounters the danger that spurious and not real science may be adopted. They look alike. Much of that which is called 'scientific' in business today reminds me of the old doctor who talked in a jargon that no one on earth understood, including himself—and then let some blood. No matter what set of learned phrases he employed he ended up by blood-letting, and the patient recovered in inverse proportion to the amount of attention the doctor paid to him! We are tempted to experiment with business formulas that will take the place of brains applied through hard work. Brains and hard work are still the foundation of business and are also the driving force that carries it on. No substitutes will be found."

Sometimes after I have listened to discussions of "scientific" marketing I have this same feeling. No matter how big one may *talk*, a reasonably good product, and good hard common sense in promoting and distributing it, are still the foundation of marketing success. No substitutes are likely to be found.

—8 pt—

A letter Scribner's are sending out to promote their *Handbook of Travel* contains two paragraphs which furnish an interesting copy contrast. One tight and rather formal, the other free and easy:

This book contains, to the best of our knowledge, the most complete and concise compilation of travel information that has ever been gathered under one cover.

* * *

If you want to know what clothes to wear in Borneo, or how much it will cost you to take your car abroad, or whether it is necessary to take a corkscrew with you when you travel—*Scribner's Handbook of Travel* has the answer.

Why should not more copy be heightened in effect and lifted out of mediocrity by this sort of contrast?

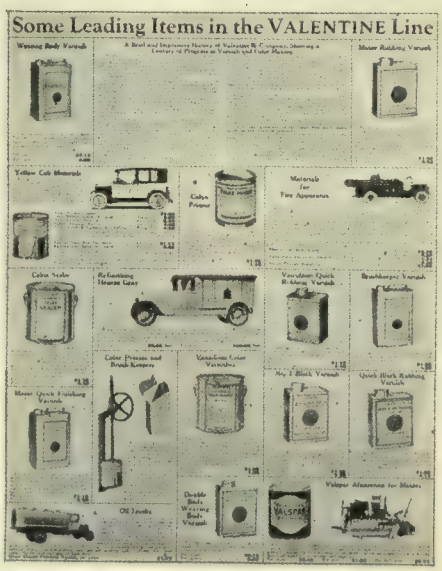
—8-pt—

It won't write—this Mammoth Typewriter—but it surely does attract attention. The picture isn't faked. Just how huge the machine is may be seen by comparison with the grown woman

close up to the base in the foreground. Stunt advertising, of course, but it talks in a popular language—*Bigness!*

—8-pt.—

This is the way Frank Connolly, manager of the Chicago office of Valentine & Company, uses the backs of



the proof of Valentine advertisements which he sends out to the dealers in his territory:

"Why shouldn't selling be done with both sides of a sheet of paper?" asks Connolly.

I confess, I don't know.

—8-pt.—

Another of the English ads that interested me particularly is one of a series on "Travel for Business" being run by the London Midland & Scottish Railway. There is what might be termed a rhythm to this advertisement which is worth studying, for it seems to roll its message into one's mind:

"KEEP UP WITH THE TIMES

"*Visit your customers:* See things for yourself, leave desk work to others. To stick to the desk is the old way of business. To gain true perspective is the new way of business.

"*Visit your customers:* Contact with customers gives insight and vision.

"*Visit your customers*: First-class travel on the L M S is best for business journeys. The smooth track, the steady train make problems grow clearer. The spacious coach, the freedom from interruption help to find a way out.

Visit your customers:

"*London: Glasgow, Dundee, Aberdeen.*

"*London: Liverpool, Manchester, Leeds.*

"*London and Birmingham, Leicester and Nottingham.*"

—8-pt.—

David McMillan, Alexander Hamilton Institute representative in New Zealand, writes under date of May 7:

"You will be interested in a way that advertising has been used in New Zealand in recent months. Owing to a severe epidemic of infantile paralysis (a disease that is almost peculiar to New Zealand) the public schools did not open immediately after the summer vacation. The matter of the education of the children became acute for they were losing a great deal of time. The Education Department (Gov't) used the daily newspapers twice a week for the purposes of setting the children lessons, and the answers were mailed to the schools.

"Not a small portion of the campaign was devoted to the 'selling' of the parents of such a method of keeping the children at their studies."

THE FARM JOURNAL

TOPICS in SEASON

The Farm Journal was the first small-page farm paper. It established the reader-popularity of condensed size and context nearly fifty years before the coming of the first tabloid daily and it was 25 years successful before its first imitator arrived in the farm paper field.

Succeed and You Will Be Imitated
Be Imitated and You Will Succeed

Soon the forty-ninth will join the ranks of the other forty-eight years through which The Farm Journal has been making publishing history. And the half century mark will find The Farm Journal still persistently pursuing the policies established at its founding: To be a monthly, to be brief, to have a small (four hundred and fifty-line) page, to maintain a low subscription price, to sell multiple subscriptions.

Yes, The Farm Journal has *succeeded*—and it has been *imitated*. During its half century of leadership many changes have occurred in the field of general farm papers. And the publications which have been most successful are those which have adopted policies originated by The Farm Journal. And still the adoption continues, constantly adding to the endorsement of what The Farm Journal has been doing since 1877.

The Farm Journal has *always* been a monthly, *always* been brief, *always* had a small page, *always* maintained a low subscription price, *always* sold multiple subscriptions.

The Farm Journal

first in the farm field

PHILADELPHIA NEW YORK CHICAGO BOSTON SEATTLE SAN FRANCISCO LOS ANGELES

Turning an Organization's Errors Into Profit

By Lester H. Butler

A SHORT time ago I talked to a manufacturer who had discovered a very grievous and embarassing mistake on the part of his shipping department. Two of this manufacturer's dealers were operating their businesses under the same kind of a name, but one was a big dealer with ample credit and a large sales volume while the other was a small dealer with a very meagre buying and selling power. Both dealers were located in the same state. The large dealer had placed a car-load order for the manufacturer's product; the smaller dealer had ordered a small case. The two orders going to the shipping department at the same time caused a little confusion which resulted in the car-load being sent to the little dealer while the small case went to the big dealer.

The manufacturer called his sales manager and showed him the telegram he had received from the small dealer who had received a car-load of their goods in error.

"Now what are you going to do about this mistake?" the chief asked his sales manager, and the latter, taking his cue from his superior's tone, set his mind to working along a constructive line.

The first thing he did was to duplicate the car-load order to the big dealer and dictated a long good-will letter explaining how the error had happened. Then he telegraphed the little dealer to hold the car that had been sent to him by mistake until their representative arrived.

He next got in touch with the salesman by long distance telephone and told him the little dealer had a car-load of their goods that he believed could be sold if sufficient effort was put behind it. Then he outlined to the salesman his plan and allowed him so much money for advertising purposes.

Within a week the little dealer had put over one of the biggest sales that had ever taken place in that community. He and the salesman worked out local advertising plans, wrote copy, got out dodgers, decorated the store and windows with the goods on sale and altogether put over an extremely successful week.

The dealer found a new enthusiasm for his business, he became a better friend of the salesman and of the company he represented. He had discovered what merchandising effort could do when a sufficient urge was back of it, for he had sold as much of one of the staple articles of his line in a week as he ordinarily had sold in a year.

Here was a mistake that turned out to be good business for the company that made it. The result encouraged the sales manager to develop a car-load selling scheme which to date has resulted in four or five car-load sales to dealers who regularly bought in small case lots.

A new salesman was sent out by the firm of a credit manager of my acquaintance with a list of the best customers in the territory he was to cover. These customers were mostly highly rated, with large resources, but, by mistake, the name of a poor credit risk got mixed up with the good ones and the salesman carried it into the field with him.

At that time the salesmen were on a special drive for large stock orders and were calling only on the customers with the A-1 credit rating. The new salesman, of course, sold a big order to the dealer whose name got on the de luxe list in error. When the order came to the credit department the manager was disturbed, for the salesman had appended a note to the effect that the dealer was in urgent need of the goods and had planned a special sale on a certain date a week away.

The dealer had possibilities of developing into a good account with the proper cultivation, but the credit department had never been able to secure reports on him that would justify shipping such an order on open account. The manager plainly was up against it — not so much from his standpoint as the sales standpoint. He did not want to jeopardize the good will of the dealer who had all the earmarks of being a good account later.

He did the logical thing. He first passed the order for immediate shipment and then hopped on a train to give the dealer a personal call. But instead of telling the dealer anything about the question that had come up over the order, he made it appear as if his call was for the purpose of getting better acquainted. He told the dealer frankly that as a credit manager of the firm he had passed many small orders for him and was glad now that he could pass a real order, that he had always felt he should get better acquainted with the firm's customers whose names and letters he had seen so many times.

As they got better acquainted the manager began to drop occasional hints about credit matters. Reports were discussed freely and soon the manager had gleaned information that gave him a better understanding of the dealer's situation. One important thing happened and that was that the credit manager made a friend of the dealer who became impressed by the confidence the firm had suddenly placed in him. He would not violate a trust on such a personal basis.

This concern has now adopted a plan of having the credit manager get into closer personal touch with all its accounts and in a few weeks this policy has resulted in the "discovery" of several customers whose business had been held down because of insufficient credit information or lack of a basis on which confidence could be built.

There are mistakes in judgment that sometimes lead to a profitable readjustment of things. A sales manager I once knew got the idea early in his career that he could increase the sales of a certain staple commodity his firm manufactured by pushing the dealers with a special extra gross price. It was common practice among his competitors to overload dealers wherever possible.

The sales manager simply fell for the competitor's game. He didn't figure that when he sold a dealer an extra gross at a special price he was loading the dealer's shelves with a two month's supply instead of one. The salesmen, of course, went out and stacked up the orders until the firm was running overtime to turn out the goods. But when the dealer got loaded up he quit buying and the business of the second month dropped off, nullifying the spurt that had taken place the first month. The sales manager had erred; his judgment was wrong and it didn't take the president long to tell him so, for he had maintained a well-balanced production, month after month, for a good many years.

The outcome was that the sales manager devised a two-week-supply selling campaign which was based on the analyses of each salesman and then developed a forceful advertising campaign around the fact that fresh stocks were always available to con-

"What's all the Shootin' for?"
This advertisement appeared in Printers' Ink two years ago!

What Is "Class" Circulation?

A FEW publishers—some advertisers—and a great many advertising men define "class" or "quality" circulation, as though it had some reference to, or bearing on, the social standing of those who comprise it.

"Class" or "quality" circulation is purely a commercial term. It means circulation among that part of the population who have enough money to buy what they need or want. As opposed to it, there is "mass" or "quantity" circulation, which means circulation among that part of the population who have not.

When the New York resident is financially able to live in ordinary comfort, he becomes a theatre patron. The circulation of Theatre Programs in New York, is, therefore, confined to the people who have at least enough money to satisfy their needs. There are various methods of advertising to the others.

Programs for 60 legitimate New York theatres—aggregating 1,600,000 circulation monthly.

Published by

New York Theatre Program Corporation

108 Wooster Street New York City

Direct to the Right Prospect

Advertising is no better than its circulation. That is why a particular medium is best for certain purposes.

Where prospects are scattered or where they are confined to limited groups, classes or professions, direct advertising is the logical medium to use to reach them. And that is because direct advertising circulation can be specified and controlled by the advertiser.

The analysis of circulation problems comes early in the preliminary work of this direct advertising organization.

Circulation is discussed frequently in The Three Circles magazine. A copy will be sent gladly to executives

EVANS-WINTER-HEBB *Inc.* Detroit

822 Hancock Avenue West

The Evans-Winter-Hebb organization has within itself complete facilities for the planning and production of direct advertising and other printing: Analysis · Plan · Copy Design · Art · Photo-Engraving · Letterpress and Offset Printing · Binding · Mailing

sumers. In a short time he had increased the business of his concern and competitors had to fall in line with the same tactics. In this respect he corrected a bad practice in the industry—overselling, and created a bigger market for the industry's goods through the appeal of fresh supplies.

A short time ago a retailer complained to a certain manufacturer that some goods had been received in a damaged condition due to poor packing. The retailer explained that he already had the goods sold and was in a hurry to make delivery, but couldn't send out what he had received, nor had he the facilities to repair the damage.

An accommodating correspondent urged him to file a claim with the railroad company and in the meantime a duplicate shipment would be made. The dealer waited but the duplicate shipment did not arrive and he lost his sale. He wrote again—and his feelings weren't repressed any in his letter.

The correspondent found he had made a memorandum of the dealer's order but had failed to put it through. The dealer's good will was worth holding so the correspondent decided to make a clean breast of the situation and take the blame upon himself. He wrote a two page letter citing the frailty of human nature and its tendency to err and begged the dealer's pardon. To the top of this letter was pinned a check, made out to the dealer for the amount of the profit he lost through the correspondent's mistake.

The dealer returned the check and with it sent a letter to the correspondent. This letter was full of friendly humor bearing on human nature. A strong friendship has grown between that dealer and the house because, as he had written in his letter—"I know it's human to err and I want to continue doing business with a concern that is human enough to make a mistake once in a while and honest enough to acknowledge its fault and try to make amends for it."

Fred M. Randall

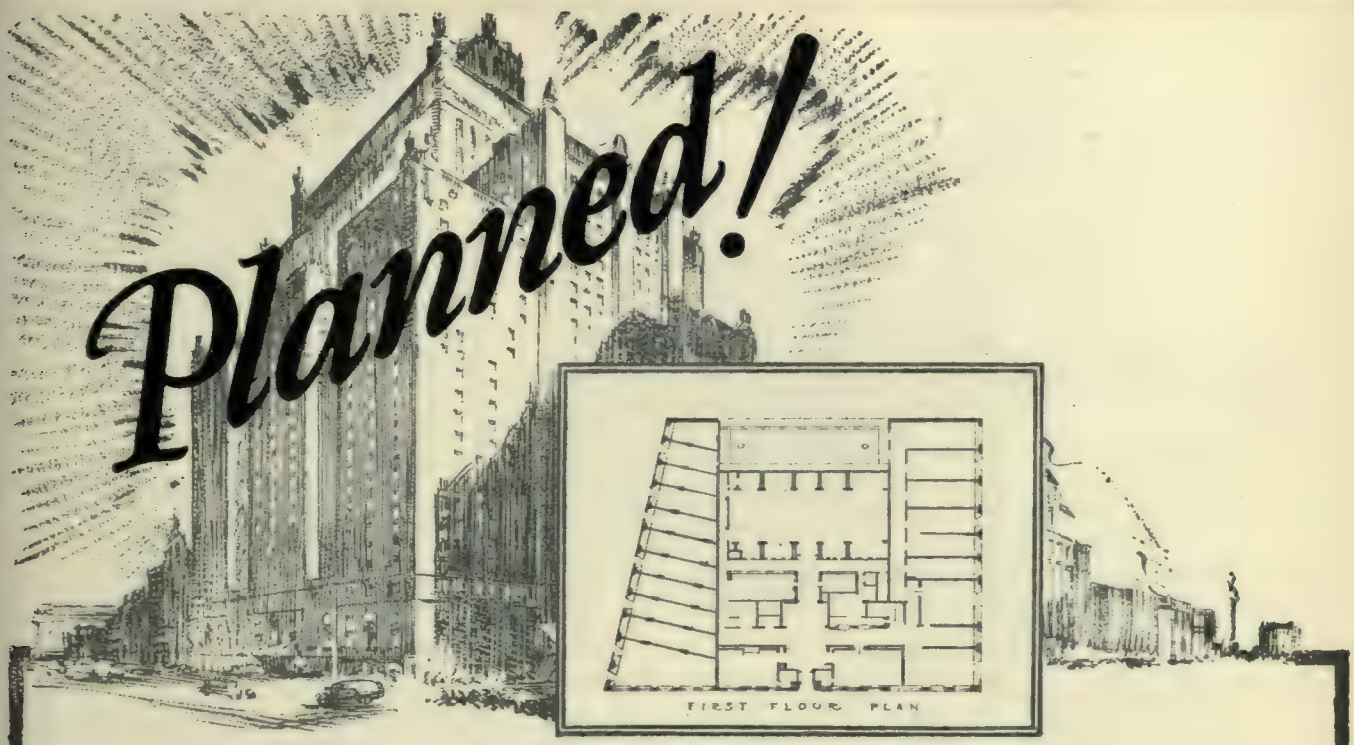
President and treasurer of The Fred M. Randall Company, advertising agency with offices in Detroit and Chicago, has been elected to the Board of Trustees of Cornell University, from which institution he graduated in the class of 1900.

A. W. Fisher

Of the Counselor's Staff of McGraw-Hill Company, Inc., will represent *Engineering News-Record, Chemical & Metallurgical Engineering, Engineering & Mining Journal-Press* and *Coal Age* in the St. Louis territory beginning August 15.

R. T. Kline

Has resigned as advertising manager of The William S. Merrell Company, Cincinnati, to become sales promotion manager of the Remmers-Graham Company same city, manufacturers of toilet soap.



Applying the modern architect's methods to building more sales and profits

Send for this book

WE SHALL be glad to tell you more about our method of Planned Advertising in our booklet entitled—"The Preparation of a Marketing Plan." This address delivered by Mr. Hoyt before a group of university men, outlines our own method of operation.

We will send this free to executives who apply on their business letterheads. All others, 10c a copy.

NO MATTER what your product or business, the methods of the modern architect can be applied to increase your profits.

The architect makes a preliminary survey of the land on which the building is to be erected. He ascertains what kind of a building his client should have; how many stories; how many rooms; whether brick, hollow tile, stone, or reinforced concrete should be used.

He prepares a plan and submits an estimate of the cost based on that plan.

Most important of all, he bases his operations and plan on sound finances. He figures the probable income expenses, and net profit on the investment. That determines the soundness and the practicability of the plan.

Our methods for increasing a client's profits by *planned advertising,* absolutely parallel the work of the modern architect.

We too begin by making a preliminary survey of the industry. We ascertain what kind of advertising our client should use. We consider the sales objective, the media to reach that objective, the extent to which each is necessary, and how to make all the elements dovetail with one another so as to obtain the results—a certain volume of sales and profits.

As in the case of the modern architect, the most important part of the plan from the client's standpoint is a consideration of the sales volume to be obtained, a budget of costs, including advertising and selling, for the desired volume, and an estimate of net profits.

When the plan is submitted, every element is carefully gone over. The execution of the items is then carried out in the same way as the elements in an architect's plan.

CHARLES W. HOYT COMPANY, INC.
PLANNED ADVERTISING
Reg. U. S. Pat. Office
Dept. E1, 116 West 32nd Street, New York
Boston Springfield, Mass.
(Charter Member A. A. A. A., Member A. B. C., Stockholder National Outdoor Bureau)

IDEAS WANTED. Manufacturer with sheet metal stamping, also wood working factory, wants new things to make, particularly something with springtime appeal, such as advertising novelties, etc. Box 209, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

A salesman to sell space to artists. A man who can approach illustrators; a salesman of unusual courtesy, and faultless approach, plus a knowledge of advertising fundamentals. To the man who can qualify an opportunity will be offered paying a substantial salary and the privilege of building a future for himself on the inside of the organization. Address inquiries to Box 228. Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

ADVERTISING MANAGER
Forceful copywriter, experienced in all mechanical phases of advertising, seeks position with firm using publication and direct mail. Box 263, Adv. and Selling Fort., 9 East 38th St., New York City.

A manufacturer with ample resources and world-wide distribution of its products will purchase outright or manufacture and sell on a royalty basis any desirable articles requiring wood-working, metal stamping or foundry facilities. Especially interested in articles for distribution to the Implement, Hardware and Toy trade. Address Box No. 185, care Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

THE little black book in which we check classified returns proves that THE MARKET PLACE pulls.

It can be put to hundreds of uses. Help wanted, positions wanted, and business opportunities, of course.

But, thru it one manufacturer found a new product to make. Others have done similarly unusual things.

Try THE MARKET PLACE and you will find it well worth the 36 cents a line it costs. Forms close Saturday noon before date of issue.

THE MARKET PLACE
Advertising and Selling Fortnightly
9 East 38th Street New York

Where a Mail Order House Makes Profit

[CONTINUED FROM PAGE 17]

your gross profit may be as high as 48 per cent. Styles change rapidly, so you must do more guessing and carry a larger loss.

In determining the amount of gross profit you require in the mail order business, you must take these elements of cost into consideration: 1st—Operating cost (cost of handling); 2nd—Selling costs (catalogs, advertising); 3rd—Buying cost (buyers' salaries, etc.); 4th — Shrinkage (losses); 5th — Net profit.

The cost of handling different classes of goods varies greatly. Some items, such as automobile tires, are easier to handle than, say, notions. However, your average cost of doing business by mail order will figure out as follows:

1—Operating expense	14%
2—Selling expense	8%
3—Buying office	2%
4—Shrinkage	3%
5—Net profit	6%
Total gross profit	33%

Operating expense includes the cost of handling and delivering the merchandise. It covers warehousing of your goods, wrapping them up and mailing them out. You will also charge to this account all clerical expenses in handling complaints, files, cash, bookkeeping department and similar items. The operating department is also charged with its pro rata of the salaries of the president and chief officers of the company.

In some departments your operating expense will run as high as 17 per cent, but it will seldom be below 14 per cent.

In a mail order house your chief method of securing sales is through catalogs. Although magazine and farm paper advertising plays an important part with the old established companies, the amount is small. Montgomery Ward & Company's present advertising department budget is probably $15,000,000 a year at this writing, of which I estimate not over $500,000 is devoted to magazine advertising. A new business naturally will devote a larger share to this medium.

To selling expense you would also charge the salaries of the advertising and catalog departments, the cost of maintaining catalog files, postage on the catalogs, general advertising, office space used and, in fact, any item that enters into the securing of an order. Selling expense varies according to the class of goods. Automobile tires and accessories will run between 4 per cent and 5 per cent, and so will groceries. On the other hand, the jewelry department will require 10 per cent, as will the fashion department. The lower cost of the first two is due to the larger volume per order in dollars and cents for the amount of handling required.

Under buying office expense you

charge the cost of buying goods and of merchandise supervision. It includes the salaries of the merchandise head and his buyers. As you will note, this element of expense is small and is fairly constant between 2 per cent and 3 per cent with the various departments. For some departments it may be as low as 1½ per cent.

Shrinkage is an item that always needs careful watching. It represents the difference between the selling price of goods and what your firm actually receives for them.

A stock of $100,000 worth of shoes might be expected to carry, say 33 1/3 per cent gross profit. At that rate it should bring you sales of $150,000. At the end of the season, however, you will find that actually it brought in, say, only $146,000. This loss or shrinkage is due to a number of causes. It represents damaged goods or out-of-season stock sold at a loss, allowances made to customers, theft and similar items. It is always present in any merchandising or manufacturing business and must be taken into consideration. While we have set the average at 3 per cent, in some departments it may run to 6 per cent.

What net profit is expected? Here, naturally, is the meat of your whole business. You would like to make this as high as possible. Instead of 6 per cent, you might want to make it 10 per cent by raising prices, but competitive conditions will not warrant it. The amount of net profit varies with your line. Slow-moving merchandise generally carries a larger net profit than staples and fast-selling items. With the mail order houses this net profit usually swings between 5 per cent and 7 per cent on the sales. Of course, any saving you can make on operating cost, selling expense and shrinkage goes directly into net profit.

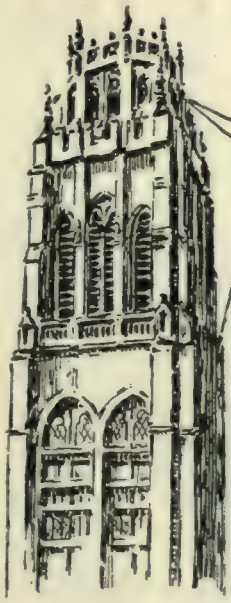
At first glance this 5 per cent or 7 per cent may not seem much, but it must be remembered that this is on your sales and not on your investment. With a turnover of your stock four times a year, that would mean at 7 per cent that your investment is yielding 28 per cent. A very handsome return!

Frederick W. Wilson

Has retired as president, editor and manager of *The Newburgh* (N. Y.) *Daily News*, with which paper he has been connected for the past 37 years. Frederick H. Keefe succeeds him as publisher and general manager.

Advertising Club of Wilmington, Del.

Announces the election of the following officers for the coming year: President, Charles H. Quackenbush; vice-presidents, L. M. Montgomery, J. G. Craig, William N. Cann; secretary-treasurer, Hugh Carter. William F. Metten, G. Sellers Smith, F. Ray Phillips, William Cover and Elias Wetstein were elected directors.



Will Help Advertising Dollars

MORNING, afternoon and evening, most radio dials in Wisconsin are set for WHAD, the Marquette University-Milwaukee Journal broadcasting station. During dinner hour, too, and often at midnight, the radio fans prefer WHAD programs because of their easy reception, local interest, high quality and freedom from advertising propaganda. No wonder that the eyes of Wisconsin's radio audience are focused on The Milwaukee Journal, for here alone they find the complete programs of their favorite station and all other radio news. Radio advertisers and all advertisers seeking the largest home audience in the Milwaukee-Wisconsin market, find that this new source of dependable reader interest means greater returns per advertising dollar.

For maximum sales volume at the lowest possible advertising cost, concentrate in

The Milwaukee JOURNAL FIRST - by Merit

Research on

Methods of Making Advertising Appropriations

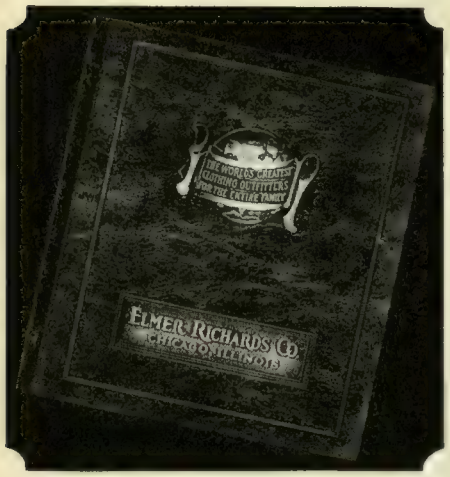
Nearly 100 typewritten pages, with complete forms for advertising budgets, and details of methods of arriving at the sum to be spent, as practiced by various advertisers. Price: $75.00.

THE BUSINESS BOURSE
15 West 37th St., New York City
Tel.: Fitzroy 6720

In the Lumber Field

It's the American Lumberman

Established 1873
Published Weekly CHICAGO, ILL.



Keep Your Catalog Out of the Files!

TOO many files are mortuaries for well-intended catalogs—or rather, too many well-intended catalogs deserve no better fate.

Yours may be, to the busy executive, "just another catalog"—another tombstone for the file burial ground. Or it may be a salesman—a real salesman—an on-the-desk, on-the-job salesman persuading him to refer to it frequently.

Your catalog can be made to possess selling virtues which can be reckoned in terms of cash. A Smith-made Art-Leather Cover fitted to it will make it sell. Its rich, attractive appearance will keep it on the executive's desk, a persuasive reminder within easy reach.

A Smith-made Art-Leather Cover not only keeps your catalog from mildewing in the office cemetery, but its fine appearance also suggests the quality of your product and stimulates sales.

Proof is at hand. Simply send us your catalog and tell us how many you issue. Without obligation we will fit it with a Smith-made Art-Leather Cover and suggest a color and embossing arrangement. Both the low cost and the new dominant appeal of the catalog will astonish you. Send it today so that we can present the finished picture as soon as possible.

During recent months we have made more than 150,000 Smith-made Art-Leather Catalog Covers, Salesmen's Portfolios, Display Cases, Window and Counter Signs for:

Audit Bureau of Circulations
Brunswick-Balke-Collender Co.
***Butler Brothers**
*****Devoe & Raynolds Co.**
****First National Bank, Chicago**
Hart, Schaffner & Marx
*******John A. Hertel Publishing Co.**
B. Kuppenheimer Co.
*****La Salle Extension University**
Mansfield Tire & Rubber Co.
*****Morgan Sash & Door Co.**
*******National Tailoring Co.**
*****Peck & Hill Co.**
****Joseph T. Reyerson Co.**
********Stone & Field Corporation**
United States Military Academy
Western Printing & Litho. Co.

(*) Indicates number of repeat orders.

THE S. K. SMITH CO.

CHICAGO, ILLINOIS

"We Return, Express Collect"

[CONTINUED FROM PAGE 20]

be put into regular stock for shipment again until it has been sent to the factory to be redressed and recartoned. The retailer is very careless about packing goods which he returns.

A shoe manufacturing concern issues a catalog twice a year in which it states its position regarding the return of merchandise in a prominent way on one of the front pages. Positively no shoes returned without the firm's permission will be accepted from the transportation company. In spite of this fact, however, dealers persist in sending goods back without notifying the company or the salesman that they are being sent. To top that, more than one dealer has declared emphatically, either personally or by letter, that he does not propose to take any dictation from the manufacturer; if there are such shoes in any shipment which for reasons of his own he does not care to keep, it is his privilege to send them back.

IT is the invariable practice of this company to refuse to take from the transportation company any goods returned for which return permission has not been given. If a letter from a merchant has been received which sets forth a reasonable case, then the goods are taken in; otherwise not. When notice is received from the transportation company that a merchant has returned goods, a printed slip is immediately mailed to him together with a letter stating that the goods are in the hands of the transportation company at his risk. This is in accordance with the ruling of the Interstate Commerce Commission, which has been sustained by the court, that goods sent back without an order for the return of same, or without permission either of the firm or its representatives, are held wholly at the risk of the consignor or shipper. Generally speaking, when the manufacturer has stood fast and refused to budge, the dealer has come across with a proposition to take other goods in exchange or has backed down from his high horse, asked that an exception be made in this instance, and promised that he would not repeat the offense.

The peculiar and interesting thing about this is that the salesman is finally appealed to by the dealer and comes to his concern begging that it take the goods in lest he lose the account. But I do not know of an instance where the manufacturer has stood his ground, if he knew he was absolutely in the right, where the salesman has not been able to sell that merchant again. Therefore, it is a process of education, and a tough job at that. If the manufacturers and wholesalers in all lines were united on a policy in regard to merchandise returned without justifiable cause, they could make pretty good headway. But in most lines of industry there are what we call weak-kneed houses and their methods are thrown at the other by the merchant and the salesmen.

WHEN the shoe company previously referred to receives notice from the railroad that some merchant has returned a consignment of goods, it is their custom to mail him one of their printed slips which sets forth clearly the manufacturer's stand on the subject.

IMPORTANT

Heretofore it has been quite a general practice to accept shoes returned for reasons given. Henceforth no goods will be received from the transportation company unless we have *previously agreed*, either by mail or through our salesmen, to accept them. This plan works no hardship on the retail dealer and insures fair play to all concerned. *Fair play is all we ask.* If you have ground for complaint, take it up with our salesman. He is within reach at all times and his presence assures fair play to us both. We are willing to receive goods, if for any reason they do not measure up to market standards, or if we are at fault in the filling of the order, but we do object to receiving goods that dealers find do not sell as well as they had expected, or goods that they want to unload because they happen to be overstocked. It is not fair to ship back to us a case of shoes and merely say: "Not up to sample," "Not as ordered," etc. All correspondence relating to goods which you wish to return will be answered promptly and arrangements made for adjustment of same with the least possible delay.

While manufacturers believe that a stiff policy never drew customers, nevertheless, the plan of this house is winning the respect of first class dealers throughout their territory.

The history of the past and the conditions which exist today warrant the belief that there will continue to be a certain percentage of dealers who will violate business rules, practices and customs until by word of mouth and example the gospel of the square deal finally seeps through and touches the right chord. There are occasional evidences of greater consideration for others now, which encourage our hope that costs of returned goods will be permanently lowered in the not too distant future.

MANY times retailers welcome an opportunity to further extend an effective campaign by bringing Poster Advertising to their territory and gladly participate to that end.

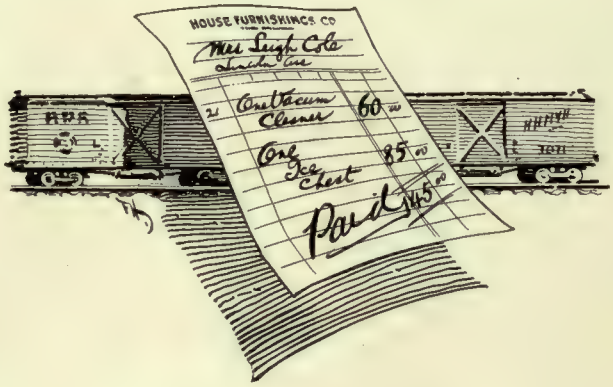
The plan originated by this Company and successfully used by a number of national advertisers benefits both manufacturer and retailer without sacrificing in the least the necessary coordination of the entire campaign.

General Outdoor Advertising Co.
INCORPORATED

550 West 57th Street
New York City

Harrison & Loomis Sts.
Chicago, Illinois

Branch Offices in 52 Cities



Advertisers

in this Handbook
of More Than a Million
Women Readers
Know that both
Distribution and Sales
are Easier, Quicker, Surer
when their goods
have passed our tests and

GOOD HOUSEKEEPING

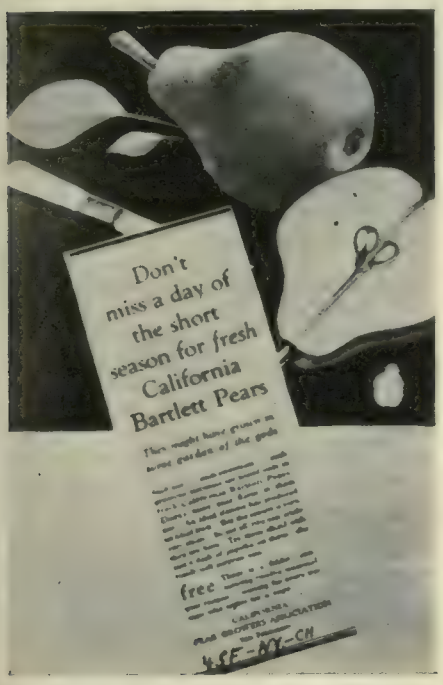
SAYS
SO

Coast to Coast in Seven Minutes

THE first advertisement ever flashed across the continent by the newly invented telephotographic process was received in New York recently over the American Telephone and Telegraph Company lines, when the complete layout and text of an advertisement for the California Pear Growers' Association was wired from San Francisco to New York in seven minutes.

The apparatus, which uses a regular telephone wire, is so designed as to transmit a picture five by seven inches, which is received as a negative, and after photographic development of the usual sort is virtually indistinguishable from an ordinary photograph.

In sending, the picture is transferred to a film and inserted into the transmitter simply by rolling it into a cylinder. A very small but intense beam of light shines through the film upon a photoelectric cell within. As the film rotates upon its axis, it progresses slowly past the light. In this way each minute section of the film affects the intensity of the light reaching the sensitive cell. This variation upon the cell gives rise to an electric current which, through the agency of a vacuum tube amplifier and modifier, controls the current flowing over the line.



At the receiving end this process is reversed. The current flowing in from the transcontinental wire operates a new device called a light valve, controlling a light beam which falls upon a sensitive film mounted like that at the other end of the line, revolving and passing before the light. The two films move at exactly the same rate of speed.

The apparatus has been evolved by the engineers of the American Telephone and Telegraph Company and the Bell Telephone Laboratories, Inc.

The Area Comprising the New York City Milk Shed.

Why Women Read This Dairy Paper

UNLIKE her city sister, the farm woman takes an active interest in her husband's business. She knows its problems, and often is the first to suggest needed farm improvement.

Recognizing this, the Dairymen's League News has built up a strong household department. On the Home Editor's Advisory Board are real farm women, leaders in their respective communities. An examination of the Home Department will convince you of its vital interest to readers.

The Dairymen's League News appeals strongly to the woman as well as to the man on the dairy farm. Both have a peculiar interest in and affection for this paper of which they are themselves part owners. It is published for them, and they have a voice in shaping its policy.

Manufacturers of household supplies and equipment will find the 70,000 women readers of the Dairymen's League News responsive to their sales messages. These women are purchasing agents for families which maintain a high average standard of living. A dependable year-round income from milk, eggs and other produce assures them ample buying power.

The women on the prosperous dairy farms of "The New York City Milk Shed" are eagerly considering improvements for their homes. You can reach them most effectively through their own paper—and the cost is only 50c a line for a circulation averaging 70,000.

Prompt reservation will assure you space in the Home Department. Better send it today.

Ask us for Sample Copy and Rate Card.

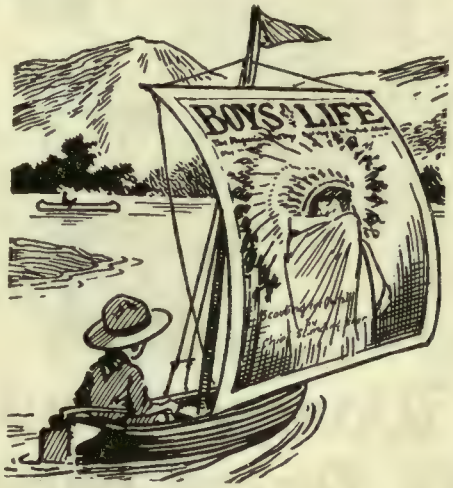
NEW YORK:
120 W. 42nd Street
F. M. Tibbitts, Bus. Mgr.
O. E. Everett, Adv. Mgr.
Phone Wisconsin 6081

DAIRYMEN'S League NEWS

CHICAGO:
10 S. La Salle Street
John D. Ross
Phone State 3652

"The Dairy Paper of the New York City Milk-Shed"

Telling It to the Boy Scouts



Sail into Sales With Boys' Life

COVER to cover readers—avid interest—that's what advertisers in Boys' Life really get. For it is the ideal boy magazine, covering every subject dear to boy hearts—scouting, outdoor life, sports, radio, etc.

You can get sales thru Boys' Life. It reaches many thousands of the 550,000 Boy Scouts—live, resourceful boys who find ways of getting what they want. Make them desire your product, and watch sales rise.

Let us tell you more.

BOYS' LIFE
THE BOY SCOUTS' MAGAZINE

200 Fifth Ave.
New York, N. Y.

Union Bank Bldg.
Los Angeles, Cal.

37 So. Wabash Ave.
Chicago, Ill.

THE PHOTOCRAFT COMPANY CLEVELAND

Specialists
IN
ILLUSTRATIVE PHOTOGRAPHY
★
CARD BLDG / CLEVELAND·O
The PHOTOCRAFT COMPANY

Envelopes

PLAIN, PRINTED OR LITHOGRAPHED
FOR EVERY PURPOSE
Send for Samples—Prices that are Interesting
HESSE ENVELOPE AND LITHO. CO.
4161 North Kingshighway ST. LOUIS

Public Understanding of Industry

By Alfred Fischer

Michigan Committee on Public Utility Information

THE idea of going directly to the people with the intimate problems of an industry is a comparatively recent one, for, during many generations, American business thought it had to be very secretive about its methods and processes. Secrecy invites suspicion, and this resulted regardless of whether there was cause for it. It required vision to conceive the commercial advantages of public understanding and good will, quite irrespective of the public's right to know what was going on in the industries which were developed to provide the necessities of life.

The service which publicity has rendered is one of the elements of our industrial system that amazes the foreign observer. In no other country has it been applied as here. It has rendered unsalable a loaf of bread that is not marketed in a dustproof and fingerproof wrapper and has convinced a nation that that loaf is just as appetizing and healthful as one baked by a housewife in a blazing hot kitchen. It has driven the politicians and hecklers out of the time-honored practice of meddling and muddling in the nation's railroad problems. The publicists' treatment of public health and sanitation subjects has been a very profitable thing for the producers of paint, disinfectants, screens and fences, which products receive great sales stimulation annually through clean-up and paint-up campaigns. Millions of dollars are being spent on publicity today by all of our important industries.

It is not merely good judgment to invite public confidence through frank and thorough discussion of public utility business wherever an audience can be found; it is a policy dictated by modern conditions. Quite apart from any commercial concern with publicity, the customers must not be allowed to forget that the public utility companies are agents of conservation; that they actually preserve the nation's coal and oil resources by making them yield a maximum of the energy they possess for performing man's needful tasks.

Publicity has done its part to make curios of the coal scuttle and lamp chimney and will some day add to that collection the ash barrel and the ice pick, the broom and dish towel. The public utility companies have a wonderful story to tell, a story of the industry which does more research and adopts the results of that research more rapidly than any other. Its very scientific nature, however, makes it difficult to comprehend, and for that reason the companies must never cease to talk about it.

Portion of a report before the Michigan Gas Association meeting, Mackinac Island, Mich.

NUMBER ONE OF A SERIES GIVING GLIMPSES INTO VERMONT INDUSTRIES

The Farm Industry in Vermont—

One of the many reasons why this State presents an excellent opportunity to aggressive advertisers

The Status of The Farmer

The speculation that surrounds farming in the cereal producing states of the West does not exist in Vermont. For its farm products are demanded by the great industrial centers that lie within 150 miles of any point in the state.

The Vermont farmer has a steady market for his produce—milk, butter, eggs, fruits, maple syrup, etc. Couple this with the fact that both long haul and high freight expense are eliminated, and that these products bring high prices, and you can realize what makes the Vermont farmer one of the most prosperous in the world.

Value of Farms

$60,000,000 was the total Vermont farm output last year. This return was derived from farm property valued at $222,736,620 divided as follows: Land, $82,938,252—implements and machinery, $21,234,130—livestock, $42,385,331—buildings, $76,108,907.

Statistics Showing Prosperity

Western farmers come East and obtain a greater yield than they did in the West. Vermont farm soil is rich and produces profusely.

86% of Vermont's farmers own their own farms as compared with a national average of 50%. 63% have water piped into the house—the national average is 9%. 57.6% of the farms have phones—38% is the national average.

Merchandising The State

These prosperous farms constitute only one-half of the total industry of the state. Manufacturing constitutes the other half. Here the position of the workers is as good as that of the farmers—they are well paid, and rents and living expenses are low.

This is a desirable market for you, and it is easily merchandised—because it falls logically into six divisions. These districts center about Barre, Bennington, Brattleboro, Burlington, Rutland, and St. Johnsbury.

The leading dailies in each of these cities have united in the cause of better advertising and merchandising. They have published a thorough 33-page Survey of the state which will be of great aid to you. Send for it.

VERMONT ALLIED DAILIES

Barre Times ∴ Brattleboro Reformer ∴ Bennington Banner
Burlington Free Press ∴ Rutland Herald ∴ St. Johnsbury Caledonian Record

3/10 of a cent
PER PROSPECT

SIXTY MILLION

American Church Members Demand Good Church Music and

PAY FOR IT

The EXPOSITOR

Ministers' Trade Journal since 1899

Covers the Church Field

The October Issue Will Be the Annual

Church Music Number

presenting unusual sales opportunities to manufacturers of and dealers in

Pipe Organs
Organ Blowers
Reed Organs
Pianos
Orchestra Instruments
Band Instruments
Radio Outfits
Talking Machines
Hymn Books
Anthems and Collections
Music Publishers
Music Racks
Hymn Boards
Choir Stalls
Choir Vestments
Chimes
Etc.

Your Ad will go exclusively to the Buyers in this wealthy field at 3/10 cent per buyer or $75.00 a page.

To insure proof for correction, your copy should be in not later than September 1st.

May we send you our rate card—card of distribution by states and a complimentary copy of the EXPOSITOR?

The EXPOSITOR
701-710 Caxton Bldg.,
Cleveland, Ohio

New York 17 W. 42d St. Chicago 37 S. Wabash

"Let's Have a Smash"

[CONTINUED FROM PAGE 40]

such heights of grandeur as are often essayed? Is advertising considered by the laity as pictures; and if so, what part have we advertising people had in giving them that understanding?

If a smash has selling power, as such, that power should do one thing and sell one product. But, generally speaking, whose is the smash? What part of it is forceful, factful proof of the merit of the goods or the service, and what part of it is technique which not one reader in a thousand understands? Most readers do not know whether the original drawing was made with a brush or a pen—whether it was wash, guache, oil or water color.

IS the advertising business a jobbing house for pictures—or a clearing house for selling information? Please do not misunderstand. This writing is not a libel on pictures nor on their use. They are indispensable to advertising. We could not do without graphics in some form, and there would be no use in disputing their value. But they should be only such part of an advertisement as is necessary. Like thoughts and words and type and engravings, they are a part of our equipment—the *tools* of advanced salesmanship. And the hand which uses any or all of this equipment should know when to stop.

How big must a headline be to get itself read? And how big must a picture be to get itself seen? You have forgotten, no doubt, what was the text of the biggest headline you have ever seen, but you remember that "United States Tires are Good Tires." And that line does not appear larger than eighteen point at most. In its white space, it looks like a gem on its velvet bed in Tiffany's window. It is a restrained expression, in thought, and quite as much so in size—but it is a *smash*. And it is that because it has been repeated so often and so quietly to so many people. It is an acceptable interruption—in perfectly understandable and believable terms.

We are not more violent with pictures than we are in the use of type. We cause settings to be made which give the eye such a tortuous path to follow around circles, squares and irregular shapes, that the business of reading is made unduly difficult, and the hardest kind of optical work. Since the eye is the medium of engagement between the page and the brain, the page should be made simple in architecture and in thought.

We must make the goods or the service remembered as well as the maker or the sponsor. We cannot do it effectively with a clutter of layout and a plethora of elements. But if we present our thoughts framed in as much of order as there is of size, we plant our message, like a barb, into the reader's consciousness. It is not easy to make him solve an advertising puzzle of staggered lettering and queer-looking pictures—not queer to us, but to the average person. We should not ask him to *work*. That is not reasonable. And he is not interested in style in advertising—not a tenth as much as we are. Besides, some things that are perfectly clear to us in a smash are most likely to be astigmatism to him.

Any advertisement should be seen, read and understood with ease and speed. There are perfectly legitimate smashes. They are, no doubt, the best kind of advertisements for things which need little description—a cigar, a cigarette, a hat, clothes, most kinds of foods, a soap or a roll of peppermints. But for things which need explaining, particularly something new, we may do well to deal in pictures in words rather than in pictures in oils. The difficulty is that we confuse the character of the goods and the methods; and too often fail to distinguish as to the treatment which should be plain to us in each case. We fly too readily to what seems unusual—forgetting that nearly all minds are usual and convinced by usual methods. A man walking Michigan Boulevard or Beacon Street clad in a red union suit would be most unusual. Beyond question, he would invite attention—and arrest.

BUT, we may say, here is an indictment of a great success—advertising. It isn't. It is not even an accusation. It is a confession. And as for advertising being a big success, it is—no doubt. But if we had doggedly clung to the building of it with fact and said —"Get thee behind me, Fashion"—would we have done a *better* job of selling than we can claim?

There has been during the past two years or a little more a big success in introducing a new motor car. That car has sold in a big way. You see it wherever you go. In the selling motion some other motor car makers lost old owners. The advertising was simple, straightforward and convincing to the *public*. There was not a single smash used—but plenty of reasons why that car is good. Look over some back numbers and examine the Chrysler advertising. Evidently it was agreeable interruption—and that is advanced salesmanship. The copy was meant to be read, and it was.

In campaigns like this competition is not shock. The reader is lifted gently and set into an easy chair in a strong, soft light where he may grasp quickly his mental surroundings. He is not blown suddenly through a plate-glass window to find himself on all

Memphis Press *First* In City Circulation

The Memphis Press is nineteen years old. Its pre-eminence in Memphis, confirmed year after year, has a solid and time-tested basis in public approval and reader faith. Press circulation is concentrated in Memphis and nearby cities and towns.

City Circulations

The Press. . .37,826
Commercial Appeal. . .34,859
News Scimitar. .26,180

City Circulations' Average for 6 Months Ending March 31, 1925

***Ninety-two per cent* of your advertising dollar invested through The Press, reaches Memphis families.**

Comparison of rates:
The Press . . . . .8c.
Commercial Appeal . . . .18c.
News Scimitar 14c. to 17c.

The Memphis Press

First in Memphis

A SCRIPPS-HOWARD NEWSPAPER

MEMBER OF THE A. B. C
REPRESENTED IN THE NATIONAL ADVERTISING FIELD BY
ALLIED NEWSPAPERS, INC.

New York Chicago Cleveland Cincinnati San Francisco Los Angeles Seattle

Within the means of all

Visitors from foreign countries invariably wonder at the number of telephones in America. "Why is it," they ask, "that nearly everybody in America has a telephone, while in Europe telephone service is found only in a limited number of offices and homes?"

First of all, telephone rates in the United States are the lowest in the world for the service given. Here, since the beginning, the best service for the greatest number of people has been the ideal. By constant improvement in efficiency and economy the Bell System has brought telephone service within the means of all. From the start, its rate policy has been to ask only enough to pay fair wages and a fair return on investment.

The American people are eager to adopt whatever is useful. They have found that Bell telephone service, comprehensive, prompt and reliable, connecting them with the people they wish to reach, is worth far more to them than the price charged for it.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES
BELL SYSTEM
One Policy, One System, Universal Service

fours, surrounded and bewildered by a forest of lettering, color, pictures and conventional acanthus leaves. Ought we not to be careful that the result is not this, when in conference we say in chorus—"Let's Have a Smash!"

Shields & Colcord, Inc.

Is the new firm name of Earl B. Shields, advertising, Chicago, becoming effective with the appointment of D. H. Colcord as vice-president of the organization.

F. P. Karger

Formerly with the Bankers Service Corporation, New York, has been appointed to handle copy and production on the staff of Guy W. Hodges, Inc., same city, direct mail advertising.

George O. Pritchard

Formerly vice-president of the Philip Ritter Company, Inc., New York, advertising agency, has joined Sackheim & Scherman, Inc., same city.

Advertising Calendar

JULY 16-18 — American Photo-Engravers Association Convention, New York.

JULY 17 - 18 — Conference, Better Business Bureaus of Pacific Coast, Seattle, Wash.

JULY 20 - 22 — Convention of the Pacific Coast Advertising Clubs (Twelfth District) at Seattle, Wash.

SEPTEMBER 21-24—Advertising Specialty Association, Chicago, Ill.

SEPTEMBER 22-25—National Better Business Commission, Indianapolis, Ind.

OCTOBER 1 - 4 — International Congress of the Business Press, Paris, France.

OCTOBER 2-3—Conference of Advertising Club Executives, Indianapolis, Ind.

OCTOBER 5-6—National Advertising Commission, St. Louis, Mo.

OCTOBER 6-8—Convention of Window Display Advertising Association, Chicago.

OCTOBER 12-13—First district convention of Associated Advertising Clubs, Springfield, Mass.

OCTOBER 14-16 — Financial Advertisers' Association, Columbus, Ohio.

OCTOBER 15-16—Audit Bureau of Circulations, Chicago, Ill.

OCTOBER 19-21—Industrial Advertisers Association Convention, Atlantic City, N. J.

OCTOBER 26-27—Convention of Mail Advertising Service Association International, Boston, Mass.

OCTOBER 26-28 (tentative)—Insurance Advertising Conference, Boston, Mass.

OCTOBER 28-30—Convention of the Direct Mail Advertising Association, Boston, Mass.

NOVEMBER 16-18—Annual Meeting, Association of National Advertisers, Inc., Washington, D. C.

NOVEMBER 22-24—Seventh District Convention, Associated Advertising Clubs of the World, Oklahoma City, Okla.

JUNE 19-24, 1926—Twenty-second Annual Convention, Associated Advertising Clubs of the World, Philadelphia, Pa.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.

Jewish Daily Forward, New York

Jewish Daily Forward is the world's largest Jewish daily. A.B.C. circulation equal to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A Home paper of distinction. A result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

AJD & Company Limited

The Only "Denne" *in* Canadian Advertising

Canada may be "just over the border," but when advertising there you need a Canadian Agency thoroughly conversant with local conditions. Let us tell you why.

A·J·DENNE & Company Ltd.
Reford Bldg. TORONTO.

The Travel Poster Exhibition

[CONTINUED FROM PAGE 21]

illustration is better than its reproduction. Too much good art is still being murdered on the lithographers stone.

Appropriately, in an adjoining room, was a collection of British travel posters, loaned by Mr. Louis G. Audette. America may lead the world in advertising. But she certainly trails Europe in travel posters.

The Europeans take a broader view of travel posters. The London, Midland and Scottish Railway, for instance, commissioned celebrated members of the Royal Academy to do one poster each. Thus were created that weird, luring "Castle in Northern Ireland," by Julius Olsson, that powerful industrial by Norman Wilkinson, and others.

These English also are employing impressionistic art, with striking results. "Wembley," "For Christmas" and "Sutton-on-Sea" suggest whole stories, simply by color-and-mass impressionism.

If some French and Swiss posters had been shown, Europe's superiority would have been even more apparent. These are usually exquisite things, with delightfully quaint yet realistic effects, striking color effects, and subtle color harmonies.

All this is not to say that American poster art is hopelessly in the rear. But most American ability goes into 24-sheets for cigarettes. It occupies itself with gorgeous girls and even more gorgeous men in various attitudes of being beautiful and nonchalant. In other words, the portrait painter is flourishing, but the landscape painter is languishing. Why? Travel offers a hundred times the poster possibilities of any other subject.

May more of our travel companies progress from the "Subway Sun" stage of advertising to the Chicago stage!

B. K. Hollister

Has been elected secretary of The Modern Hospital Publishing Company, Inc., Chicago.

Roger A. Johnstone

Who has been western manager of *The Modern Priscilla* for the past four years, will open his own office in San Francisco to act as coast representative for *The Modern Priscilla, Peoples' Home Journal, Time,* and *Child Life.*

Hecker-H-O Company, Inc.

Has been formed by the merger of the H-O Cereal Company of Buffalo with the Hecker Cereal Company of New York. The executive forces of the two companies have been consolidated and will make their headquarters in Buffalo, from which point the new company will be directed.

Reliable Counsellors

The president of a great textile manufacturing concern near Philadelphia asked us to name the man who was best fitted to become their New York representative at a salary of $15,000 a year.

We named the man who is now vice-president and agent of the corporation in question. We didn't do it for money. No bill was rendered to the man or the corporation for a service of this kind. The only thing we have to sell is subscriptions to and advertising space in the American Wool and Cotton Reporter.

We get hundreds of jobs for men in the course of a year, but we don't run a commercial employment agency and we don't make any money out of it, so we don't recommend a man unless he is worthy.

Nor do we solicit or carry any advertising in the American Wool and Cotton Reporter that doesn't belong there. We don't tell a man that there are opportunities for him in the textile industry unless the opportunities are patent. If you can't make a success in the textile industry, we don't want your advertising.

Within a year, a manufacturer of wooden cogs—that is, wooden teeth for big gears—asked us about the possibilities in the textile industry. We told him it offered no outlet for his product. We turned down this advertising—but another textile paper accepted and published it.

If you have something for the textile industry, if your prices and qualities are competitive, come along with us and we will show you something.

Standard 7 x 10 Page **Established 1887**

Charter Member A. B. C.

American Wool and Cotton Reporter

BENNETT SERVICE

Recognized Organ of the Great Textile Manufacturing Industries of America
The Oldest Textile Paper of Continuous Publication in the United States
Largest Circulation in the United States of any Textile Publication

530 Atlantic Avenue
Boston

518 Johnston Bldg.
Charlotte, N. C.

House Organs

We are the producers of some of the most successful house organs in the country. Edited, printed, and mailed in lots of 1000 and up at 5 to 15 cents per name per month.
Write for copy of THE WILLIAM FEATHER MAGAZINE

The William Feather Company
605 Caxton Building :: Cleveland, Ohio

If it gets in— and stays in— it's an

EINSON-FREEMAN WINDOW DISPLAY

[327 E. 29th St.
Lexington 5780
New York City]

Every Dentist Every Month

ORAL HYGIENE
PITTSBURGH, PA.

CHICAGO: W. B. CONANT, Peoples Gas Bldg., Harrison 8448.

NEW YORK: STUART M. STANLEY, 53 Park Place, Barclay 8547.

ST. LOUIS: A. D. McKINNEY, Syndicate Trust Bldg., Olive 43.

LOS ANGELES: E. G. LENZNER, 922 Chapman Bldg., Vandike 5238.

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index, National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co., Inc.
R. W. Ferrel, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7966

In Sharper Focus

A. C. Pearson

HE won his first race at the tender age of three as extra man on the palpitating back of a Kansas cow pony. Nowadays, he prefers to pilot Cadillacs around Montclair, which he does with skill and distinction, although Joe at the garage says Mr. Pearson doesn't know the difference between carbon and carbureter—and probably never will.

A. C. began his business career trading with the Indians, but not in that famous deal when Manhattan Island

was exchanged for a few colored beads. This was later, out on the prairie, where the redskins were not always so easy. As a matter of fact, A. C. doesn't own all of Manhattan even now, but as president of the Textile Publishing Company and vice-president of the United Publishers Corporation and director here and there he does influence some of its activities.

They say that A. C. knows everyone and can do anything. His record, even outside his own concern, backs up this belief—the first publisher to become a director of the Chamber of Commerce of the United States—the first national chairman of the American Publishers' Conference—always active with the government in matters of publishing—director of the Merchants Association of New York City, director of the Better Business Bureau of New York, and so on.

Success is a habit with A. C. At Baker University and later at Northwestern University law school he put over various original and profitable business coups, finding time meanwhile to play winning football. He wins now at golf—so consistently that the U. P. C. Golf Club recently called a special meeting to discuss ways and means of cutting his handicap—without much success. He's a *strong* tennis player—and those who have played with him will advise you to go through a rigid period of training before you take him on. He goes fishing only in a bathing suit because he insists on taking a newspaper along and invariably has to dive into the lake to recapture his rod and line.

The snow-white halo may be misleading. It just means that A. C. puts two years' thinking in one year's time—and likes it. His formula is a simple one: IDEAS—RESULTS. A gentleman and a diplomat, he seldom fights. It is more pleasant and permanent to win battles by winning men. A. C. is an optimist of the first water. Why shouldn't he be—nobody has ever yet caught him on the bear side of any market!

* * *

Louis Wiley

By Walter Sammis

LOUIS WILEY, for many years business manager of *The New York Times*, has a long newspaper career behind him. He has been, from his early youth, an indefatigable newspaper worker.

Born in Hornell, N. Y., when a small boy his family removed to Kentucky,

where he received the major part of his education.

His first newspaper effort was on *The Democrat*, a weekly paper in Mount Sterling, Ky., while attending school there in 1884. When a little over seventeen years of age, having come north again to Rochester, N. Y.,

OPEN SESAME!

"Mr. Wrong, here is your big chance—a billion dollar industry that can use your product, and you are leaving it unexploited."

"Well that may be so, Mr. Wright, but you know that our product is 'high standard' and from what I understand we would have a tough time breaking in against cheaper competition."

"But, that wouldn't be the case, Mr. Wrong. The oil industry buys on the basis of quality and service—not price. Your problem has already been answered. The Oil and Gas Journal is the 'open sesame.' It is a publication devoted exclusively to the oil industry, and is popularly known as the oil man's bible. Through its pages you may present your product quite as successfully as hundreds of other big national concerns have done. Many of them experimented cautiously at first and then, this 'open sesame' revealed a gold mine right under their very nose. Try it, Mr. Wrong. A good start would be to write to the advertising department. I know they can tell you a lot of things about your opportunity here that you would like to know. Try it."

The OIL and GAS JOURNAL

PRODUCING REFINING MARKETING

TULSA, OKLAHOMA

NEW YORK CITY
30 Church St.

PITTSBURGH, PA.
1003 Jones Law Bldg.

CHICAGO
1328 Peoples Gas Bldg.

Commercial artists know the difficulties involved in preparing a 24-sheet design.
They also know the latest specific information on the subject will be found in
The POSTER
307 S. Green St., Chicago
Sample copy 30¢
Three Dollars Yearly

facts!
The advantages of your institution, your product, or your service depend on known facts. It is by conveying these facts through well worded text and compelling illustration that sales result through advertising.
I spend much time and effort in expressing facts convincingly in my illustrations.
Fred'k Lowenheim
Illustrator
226 WEST 47th ST.
NEW YORK CITY
CHICKERING 8880

Sweater News and Knitted Outerwear
The Underwear & Hosiery Review
Tie-up
Your Consumer Campaign with Trade Publicity
for Sample Copies address:
KNIT GOODS PUBLISHING CORP.
93 Worth Street New York City

Mr. Wiley obtained his first reportorial experience on *The Rochester Union and Advertiser*. Believing that *The Post Express* would afford a better opportunity, the youthful and ambitious young man applied there for a job and obtained it at six dollars a week, at various times filling nearly all the places on the city staff. Salaries in those days were small, compared with the present time, and Mr. Wiley advanced to eighteen dollars a week—a figure regarded high for a reporter at that time.

In 1896, Mr. Wiley, feeling the urge of the Great City, came to New York, where he met Adolph S. Ochs, who was about to acquire the control of *The New York Times*.

Mr. Wiley has been honored both by home folks and foreign folks. Rochester University made him a Master of Arts; France, Greece, Italy, Belgium, Roumania and Serbia have decorated him; his present affiliations are: Vice-President of the New York Press Association; Vice-President of the 42nd Street Property Owners and Merchants Association; Vice-President of the Lafayette Memorial, Inc.; President of the Society of the Genesee; Member Executive Committee of the League of Nations Non-Partisan Association; New York Committee on the Federal City; American Society of the French Legion of Honor, Inc.; Member Industrial Relations Committee of National Civic Federation; Director, Federated General Relief Committee, Inc.; Municipal Art Society, New York; Broadway Association; Serbian Aid Committee.

Nelson Chesman & Company

St. Louis, will direct advertising for the city of Chattanooga, Tenn., through their office in that city. The purpose of this campaign is to bring new industries and branch offices of Northern manufacturers to Chattanooga.

R. H. Van Dusen

Formerly with the New York & Queens Electric Light & Power Company, has joined Churchill-Hall, Inc., New York advertising agency.

E-Z-Toon Radio Company; Kurz-Kasch Company

Of Indianapolis and Dayton, Ohio, respectively, have been consolidated under one head. Charles Sparks, general manager of the E-Z-Toon Company, will continue business with the new organization.

Charles C. Green Advertising Agency, Inc.

Philadelphia office, will direct advertising for Nixon & Company, same city, investment securities.

F. W. Lines, Jr.

Has resigned as sales and advertising manager of *The Shoe Retailer* and *The Hosiery Retailer*.

Brooke, Smith & French, Inc.

Detroit, will direct advertising for The Silent Automatic Corporation, manufacturers of the Silent Automatic Oil Burner.

HOTEL EMPIRE
New York's newest and most beautifully furnished hotel—accomodating 1034 guests
Broadway at 63rd Street.
ROOM WITH PRIVATE TOILET $2.50
ROOM WITH PRIVATE BATH $3.50
ALL OUTSIDE ROOMS

Bakers Weekly A.B.C.-A.B.P. New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

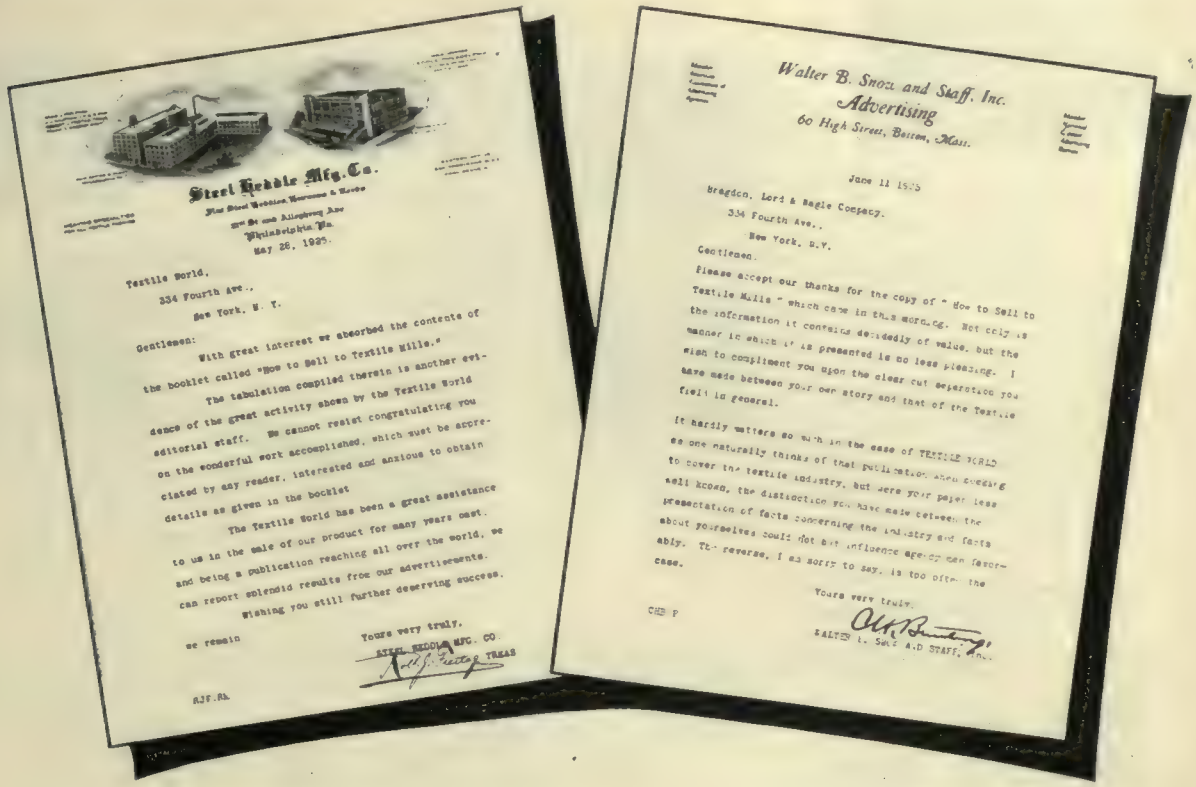
Copy and Layouts
Prepared for Advertisers Agencies and Publishers
$5
Astor Advertising Service
18 WEST 34TH STREET.
PHONE PENNSYLVANIA 0878

PROVE IT! SHOW THE LETTER
If your salesman could show skeptical prospects the testimonial letters and orders received from satisfied customers, it would remove doubt and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use.
Write for samples and prices.
AJAX PHOTO PRINT CO., 31 W. Adams Street, Chicago

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays
THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

BOOT AND SHOE RECORDER
BOSTON
"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 13,423 copies weekly. (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

TESTIMONIALS
Orders, checks, maps, reports, blueprints, tc. PHOTOSTAT prints are convincing photographic facsimiles—produced without plates
Send for Samples
Best prices—Quickest service
Commerce Photo-Print Corporation
80 Maiden Lane New York City



Steel Heddle Mfg. Co.
Philadelphia, Pa.
May 26, 1925.

Textile World,
334 Fourth Ave.,
New York, N. Y.

Gentlemen:

With great interest we absorbed the contents of the booklet called "How to Sell to Textile Mills."

The tabulation compiled therein is another evidence of the great activity shown by the Textile World editorial staff. We cannot resist congratulating you on the wonderful work accomplished, which must be appreciated by any reader, interested and anxious to obtain details as given in the booklet.

The Textile World has been a great assistance to us in the sale of our product for many years past, and being a publication reaching all over the world, we can report splendid results from our advertisements.

Wishing you still further deserving success.

We remain

Yours very truly,
STEEL HEDDLE MFG. CO.
TREAS

Walter B. Snow and Staff, Inc.
Advertising
60 High Street, Boston, Mass.

June 11 1925

Bragdon, Lord & Nagle Company,
334 Fourth Ave.,
New York, N.Y.

Gentlemen:

Please accept our thanks for the copy of "How to Sell to Textile Mills" which came in this morning. Not only is the information it contains decidedly of value, but the manner in which it is presented is no less pleasing. I wish to compliment you upon the clear cut separation you have made between your own story and that of the Textile field in general.

It hardly matters so much in the case of TEXTILE WORLD as one naturally thinks of that publication when seeking to cover the textile industry, but here your paper less well known, the distinction you have made between the presentation of facts concerning the industry and facts about yourselves could not but influence agencies favorably. The reverse, I am sorry to say, is too often the case.

Yours very truly,
WALTER B. SNOW AND STAFF, INC.

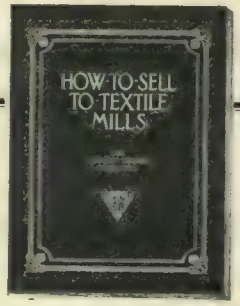
From an Advertiser —and an Agency

The letters reproduced above require no comment. They are typical of many others. From the mass of letters received one fact stands out —"How to Sell to Textile Mills" is a real contribution to Industrial Marketing.

A copy of this survey will be sent to any manufacturer or agent offering an industrial product or service.

Industrial Advertisers Convention

Every sales and advertising manager for industrial products will GAIN by attending the National Industrial Advertisers Convention, Atlantic City, Oct. 19-21. Get full details from W. A. Wolf, Western Electric Co., New York.



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Chapter III—Buying Habits.
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Textile World

Largest net paid circulation in the textile field

Audit Bureau of Circulations
Associated Business Papers, Inc.

334 Fourth Avenue, New York

VENEER manufacturers in 4,449 B.C. didn't do much advertising because most furniture manufacturers made their own.

Today, however, the furniture manufacturing industry buys and consumes millions of feet of veneers in a year. Practically every piece of furniture that has a beautifully figured surface of any size—is veneered.

That's why veneers, special inlays, overlays, decorative transfers and the like are advertised extensively in *The Furniture Manufacturer and Artisan.* An especially edited veneer section on tinted stock makes possible an advertising tie-up that produces noticeable results.

It's not hard to find a buyer for the special burl—but your real profit is tied up in regular run of stock. We're helping a good many veneer houses move such stock and increase their profit. Write for a copy of this publication and more information regarding it. You'll find it worth while.

The Furniture
Manufacturer & Artisan
GRAND RAPIDS, MICHIGAN
A. B. C. A. B. P.

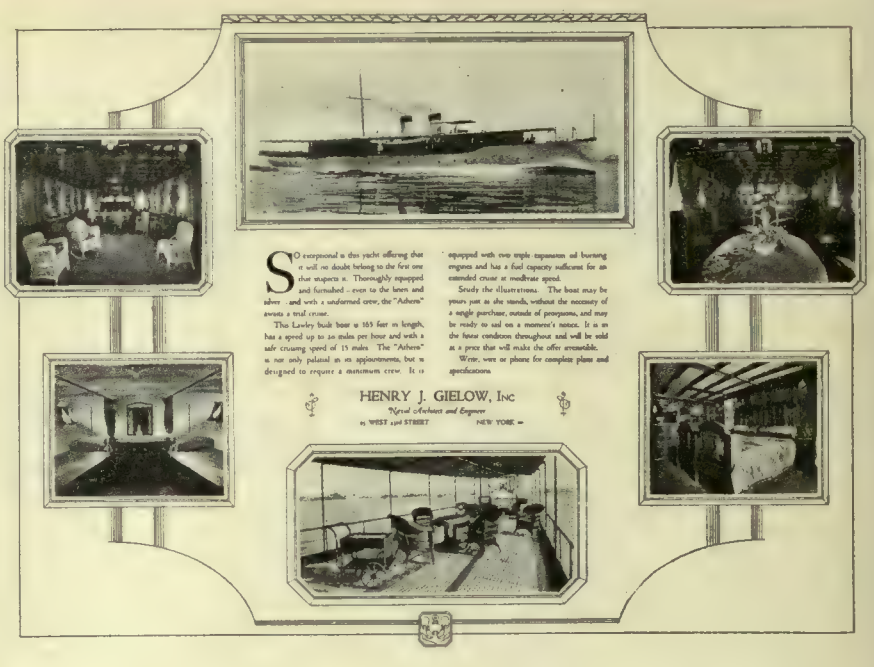
In
SOUTH BEND
It's the
NEWS-TIMES

Our local advertising rates are 10% higher than the second paper.

We lead in local advertising.

Member of A.B.C.

Represented by
Lorenzen & Thompson, Inc.
New York
Chicago San Francisco



Could You Sell This Yacht at a Cost of $735?

[CONTINUED FROM PAGE 24]

this selling effort will probably net in the end at least half a million dollars worth of business, the experiment may be characterized as unique. Possibly there have been other examples of advertising, direct mail or otherwise, which have brought even greater returns in proportion to the expense involved in even less time, but this seems hardly likely.

A yacht is not the sort of product that can be disposed of by any amount of so-called high-powered salesmanship. The field for its sale is strictly limited and no artificial demand for it can be created, no new markets for its consumption opened up. The men who buy yachts are men with large offices and numerous secretaries, whose function it is, among others, to divert any details which might take up the valuable time of their employer. Few direct mail pieces survive this imposing gauntlet. And even if such a piece does survive, a man of this calibre is not to be intrigued by petty details.

Bearing these points in mind, the Gielow company resorted to special delivery mailing, rather than the customary first or second class postage. This was one step toward getting the piece past the numerous secretaries. The facsimile hand written slip which lent a highly personal touch was another such step. The "MacDonald" who signed the slip happened to be an engineer in the employ of the Gielow company, but at first glance it would appear from the tone of the terse message that he was at least an acquaintance of the man addressed. Multi-millionaires meet many thousands of men and among them probably several MacDonalds who might or might not be interested in yachting. As interesting proof of this point, many of the letters addressed to the company spoke of Mr. MacDonald.

The folders were intentionally sparing of details. As previously stated, there were no plans or blue prints reproduced on them. Their purpose was rather to inspire interest than to supply information and selling talk. A man who understood yachts could derive from the pictures a clear idea of the sort of boat it was, and this was the type of man best calculated to appreciate the really excellent value which was being presented. Once the prospect's interest had been aroused sufficiently to write, full details and information were supplied by personal correspondence. The nineteen requests for plans of specially built-to-order yachts supply proof of the effectiveness of the follow-up.

This past spring had been a slack season for the Gielow company. The summer months promised to continue the slump. Mr. MacDonald had all his arrangements made to attend a convention. A day or so before he was to start, letters began to pour in, and Mr. MacDonald hastily cancelled reservations and returned to his desk where he has been ever since, working overtime to cope with what promises to be the busiest season Henry J. Gielow, Inc., ever experienced.

Who Won the War?

AFTER the Allied Powers had exhausted their man power, the United States threw a million men into France and had another million in this country, in training, ready to back up the first million.

If the draft had been selective as to wealth and class, it is conceivable that the ex-Kaiser might now be dining at Versailles instead of at Doorn.

"The Necessary Two Million" Won the War!

It is ***"The Necessary Two Million"*** that wins advertising campaigns, too—for though Napoleon said that the victory was to the heaviest battalions, many of ***his*** victories were achieved by bringing up additional forces and on them rests the glory of his conquests.

You have been advertising in magazines for years, but not until now have you had an opportunity to bring up reinforcements to win greater market victories for you—and these reinforcements consist of TRUE STORY'S two million—a ***necessary*** two million—because you may add it to whatever you are using and feel that these two millions, more than any other, invade a ***new*** market.

During the war we discovered that the bulwark of the nation was comprised of men and women of simple life and tastes who were willing to give all they had to make the world a better place to live in.

The bulwark of TRUE STORY'S necessary two million is made of this same stern stuff. Reaching the two million TRUE STORY audience will give you a grip on your market that cannot be loosened.

True Story

"The Necessary Two Million"

"GREATEST COVERAGE—LOWEST COST"

Selection

A MOST important duty of the sales manager is the selection of salesmen. Every "lemon" picked means not only the waste of the man's salary but also loss of business from that man's territory.

'Tis a difficult duty.

A most important duty of the advertising manager is the selection of media. It corresponds with the above-mentioned duty of the sales manager. Much money can be wasted in unwise choices.

Some sales managers make the old, old mistake of judging a man by his clothes and his appearance.

Similarly, some ad men make the old, old mistake of "judging a book by its cover"—or its size—or the pretty type employed in printing it. The advertising manager sometimes falls for the *promises* made for a magazine.

But, actions speak louder than words—or appearances. "What *have* you done?" not "What do you claim you can or will do?" should be the insistent question. And, at that, the time-gap between what has been done and the present should not be too long. Requirements, conditions and performances change from year to year. Ancient history is not dependable. A good record for a reasonable length of time in the immediate past is the best of all guides.

It is neither claims, nor "missionary" work, nor national consciousness, nor A. B. C., nor keeping-your-name-before-the-public, *per se*, that pay the dividends. It is just plain, ordinary, everyday *results* that count. You send salesmen out to sell goods. You advertise for identically the same purpose.

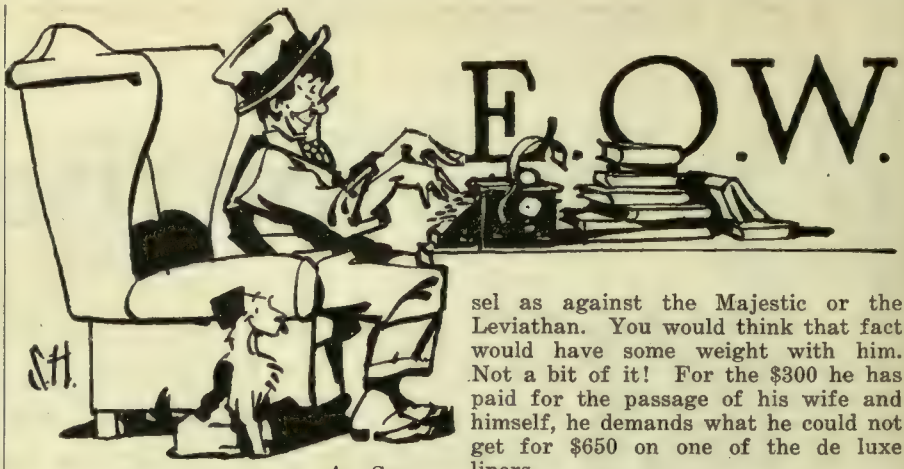
In judging an advertising medium a safe guide is the amount of actual inquiries and sales produced. All else is vanity.

Then, reduced to its simplest phases, that medium is best for you which can produce the greatest amount of tangible returns per dollar of expense.

A. R. Mayer.

for
INDUSTRIAL POWER
440 So. Dearborn St.,
Chicago, Ill.

INDUSTRIAL POWER stands prepared to show you a clean record of results in your own or a similar line, covering a reasonable length of time in the immediate past. Why not ask to look it over?



AT SEA.

How Do We Get That Way?

The captain of the 16,000 ton steamship which is carrying me across the Atlantic is as fine a specimen of a man as you will run across in many a day. Nearly six feet tall, broad shouldered, deep-chested, with magnificent arms and legs, he is, as far as appearance goes, amply able to take care of himself under every imaginable circumstance. Yet, he tells me, he never goes ashore when in New York, without carrying a heavy cane with which to defend himself in case he is attacked. And he is equally careful to have in his possession "only a few shillings" in change.

I suppose that when I get to London I shall feel pretty much the same way. It is the thing that is strange to us that frightens us.

One or a Pair?

At breakfast this morning, I ordered bacon and eggs.

"One or a pair?" the steward asked.

The Perversity of Human Nature

Among the passengers on this steamship is a man whom I have known, fairly well, for several years. He selected this particular vessel as his carrier across the Atlantic because its rates of passage are not unreasonably high. And because he "put up a holler," both before and since he came aboard, he and his wife find themselves in possession of a stateroom which is considerably larger and better than the one he paid for.

Nevertheless, he is fairly bubbling over with complaints. The smoking-room closes at 11.00 p.m. "Outrageous," he says. Yet all he buys, daily, in the way of liquid refreshment is one glass of beer. And he is quite disturbed because with it the steward brings only three sandwiches. He wants six.

He has moved his steamer chair to a choice position on the sun deck. When it rains, he wants the deck steward to move his chair back to the location on the promenade deck which he had formerly.

To my certain knowledge, he has saved at least $350 by taking this vessel as against the Majestic or the Leviathan. You would think that fact would have some weight with him. Not a bit of it! For the $300 he has paid for the passage of his wife and himself, he demands what he could not get for $650 on one of the de luxe liners.

The joke of the thing is that in spite of the fact that "this boat isn't in it with the Berengaria," he wirelessed yesterday to London to reserve the cabin he now has for the westbound sailing in October! I am just mean enough to hope he does not get it.

They're Not Slow!

In common with most Americans, I used to think that the Englishman is slow of body as well as of mind.

It is possible that his thought-processes are less active than ours, though I am not so sure about that as I was, once.

But there can hardly be any doubt but that the Englishman's body is more nearly under perfect control than that of the average American. The explanation, I think, is this: The Englishman does not take his exercise vicariously; he takes it personally, and he takes it seriously.

Going on, at the moment, aboard this steamship, are perhaps half-a-dozen deck-games. No American has a hand in any of them. It is Englishmen who are doing all the shuffle-boarding, the deck-golfing and the deck-tennising. Quick? They are like a bunch of young panthers.

But How Different!

Last night, as I slipped into my comfortable bed—berths, aboard trans-Atlantic steamships, are out-of-date, nowadays—my mind reverted to the time when Columbus set sail for the New World.

How long was it before he landed? Two months? Three months? It makes no difference. What is important is that his cockle shell of a boat voyaged across the Atlantic. And that is all the finest and fastest ships of today do—they voyage across the Atlantic.

But how differently! Here we are almost within sight of the coast of France. For seven days and nights, we have fared sumptuously, slept as soundly as at home, danced, played cards—with not a pitch or roll to disturb one's equilibrium.

My! But Christopher would marvel if he could see what has happened since that day he bade farewell to Spain!

If Every Agency Man knew what every hardware man knows, Hardware Age would be on every hardware list.

The Human Side *of a* Great Business Publication

Back of every great enterprise is a human element contributed by those men whose experiences and personalities are reflected in that enterprise.

This is the element that molds opinion, creates good will and makes or mars its success.

William L. Crounse, Washington Correspondent

WASHINGTON is full of able correspondents, but few are better known or enjoy more intimate relations with the "powers that be" than William L. Crounse. Trained in the broad school of metropolitan journalism, an indefatigable worker, a graphic and pungent writer, his weekly letter from the National Capital is one of the outstanding editorial features of HARDWARE AGE.

As never before in its history, Washington has been since 1917 the news center not only of the United States but of the world. On all matters affecting retail and wholesale interests, both domestic and foreign, and of the hardware industry in particular, Mr. Crounse has been efficient and alert in interpreting to our readers the politics and policies of our government and legislators.

Mr. Crounse, who has represented HARDWARE AGE at Washington for the past thirty years, was perhaps the first newspaperman to realize the importance of business papers having representation at the Capital. Prior to that time, correspondence to trade papers from Washington was desultory and usually conducted as a sort of side line.

The high character of Crounse's work, his keenness for news and his rare ability in interpreting events and showing their true significance is testified to by his large personal mail from hardware men all over the country and the frequent consultations into which he is called.

"The Most Influential Hardware Paper"

Hardware Age

A.B.C. A.B.P.

239 West 39th Street New York City

Earn More Money *through* Business Writing

THOUSANDS of men and women have in them the latent ability to write good business copy and to earn good money doing it.

S. Roland Hall tells you how. He gives you the practical training needed to take advantage of the profitable opportunities in the business writing field. He gives you in this library the training necessary to qualify for such well-paying positions as correspondence supervisor, collection correspondent, sales letter-writer, house organ editor and publicity writer. He tells you how to write business stories and articles for magazines.

S. ROLAND HALL'S PRACTICAL Business Writing

Four volumes, 1272 pages, 5½ x 8, fully illustrated, library binding.

$1.00 in ten days and $2.00 monthly for five months.

These four meaty volumes tell you just what you need to know to turn your business writing ability into cash. They give you training for work in writing business letters of all kinds, business magazine articles, publicity matter, advertisements, surveys, reports, etc.

SENT ON APPROVAL
NO MONEY DOWN
SMALL MONTHLY PAYMENTS

These four books present in handy-sized volumes the material contained in Hall's Handbook of Business Correspondence and Hall's Business Writing.

McGRAW-HILL FREE EXAMINATION COUPON

McGRAW-HILL BOOK CO., INC.
370 Seventh Avenue, New York.

You may send me the S. ROLAND HALL PRACTICAL BUSINESS WRITING LIBRARY for ten days' free examination.

If the books are satisfactory, I will send $1.00 in ten days and $2 a month until your special price of $11.00 has been paid. If not wanted, I will write you for shipping instructions.

Signed .....

Address .....

Position .....

Company ..... A.F 7-15-25

Good Old Law of Averages

[CONTINUED FROM PAGE 16]

ages makes salesmanship unnecessary. But if an average is once established and the amount of effort required to produce a known result is once determined, sales ingenuity will show results in the improvement on that average. The only sales figures that really count are those that represent the total sales of the entire organization for the year, and the only individual records that matter much are those that show the average production per man per week or month over a long period. Any salesmanager would rather have an organization of steady producers than an aggregation sprinkled with stars that alternately shine and wane.

THERE is an amazing similarity between a sales organization and a baseball team. And the shrewd old dopester picks the season's winner not on the performances of individual stars, but on a study of the averages for team hitting and team fielding and the work of pitching staffs. He knows full well the worth of a home run king or a pitching star, but he also knows what happens when Babe Ruth goes to the hospital or Sammy Gray breaks a thumb. October's pennant is pretty likely to be found flying where twenty-five good players and the good old law of averages have been at work.

Now all this is more or less the basis for a general urge that you put the law of averages to work for you, no matter what kind of advertising or selling you are planning to do, and that means *test* your plan, your salesman, your letter, your advertising, your proposition, your offer on an adequate and representative number of people of the kind you hope to sell before you venture a large investment in it. Find out what the law of averages can do *for* you before you learn to your sorrow what it can do *to* you.

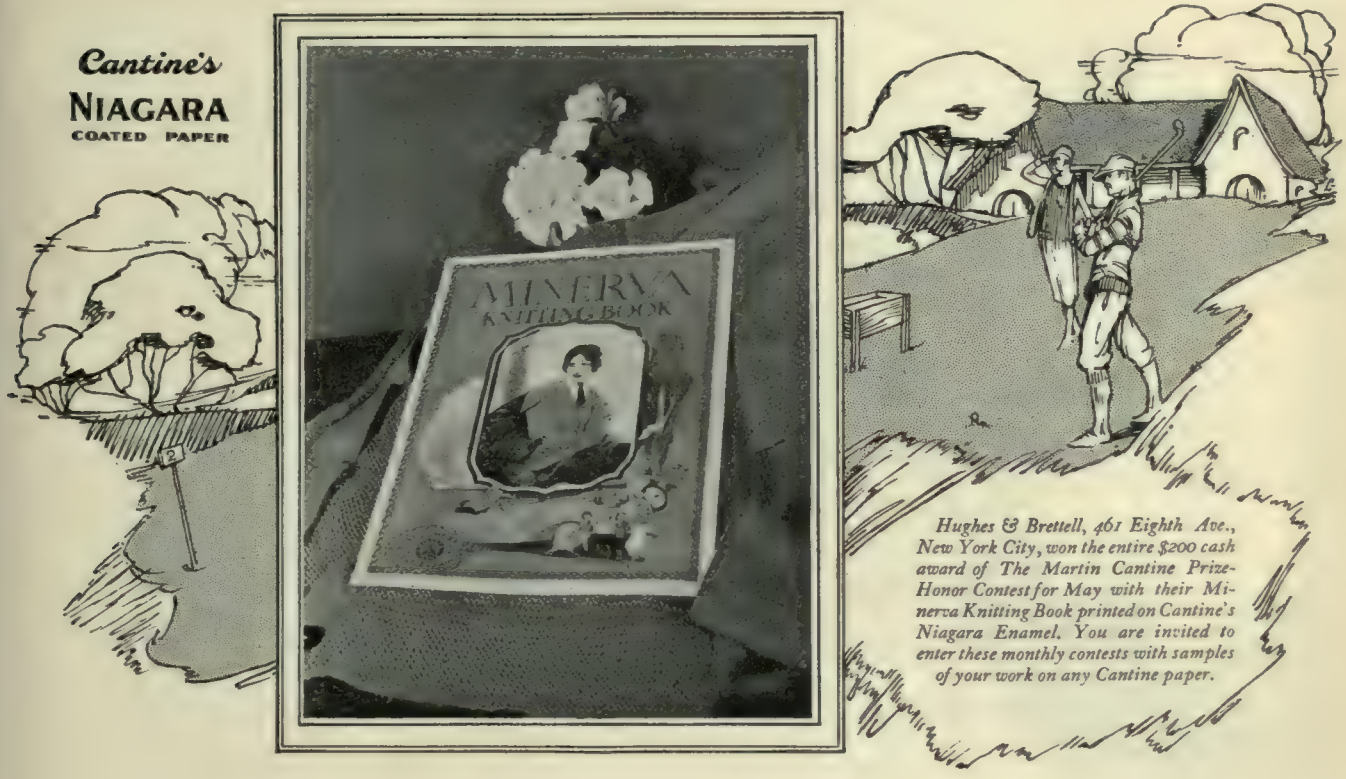
Here is the reason why the test is so necessary. *You* as an individual or *I* as an individual absolutely cannot foretell with assurance what a large group of people are going to think about any new product or new proposition. We can guess, of course, and the more experience we have had the more accurately we may be able to guess, but we never can completely submerge our own individual tastes and opinions.

A song writer may write one song that will be an enormous popular hit and sell a million copies. He may write another that seems to *him* to be just as catchy, just as full of sentiment, and it may fall as flat as the proverbial Aunt Jemima. But here again, the music publishers do not rely on spasmodic attempts at hits. They have some of the most popular jazz artists under contract to produce so many songs a year. They know that according to the good old law of averages, one out of every ten or every hundred, it may be, will catch the popular fancy and compensate for the duds.

Talking tests to direct mail users is like talking fire insurance policies in the cloak and suit trade—they already know all the ways to use them profitably. A direct mail convention might surprise some of the older heads in advertising if they could listen in on the laboratory considerations of stamped and metered mail, on first and third class postage, on filled in letters or mere "dear friend" salutations, on pen and ink or facsimile signatures, on white or colored stationery, and so on into infinite refinements of physical form and copy appeal.

THE narrow and precarious border line between loss and profit is often crossed only by the most cautious attention to just such details and the success of many a prosperous business selling its product or service by mail can be traced to test after test that finally indicated a profitable reaction from the market. Once this pay streak of response has been located it can be followed with almost an unvarying yield in sales and profits.

Likewise the test is no new doctrine to the periodical advertiser whose life depends upon his ability to produce inquiries and sales or sales direct within a fixed limit of cost. Circulations are too large and hence space too expensive to leave such matters to chance. The test determines effectiveness of copy appeal, illustration, size of space, position in the issue and on the page. And test after test has demonstrated that the advertisement picked as a "big winner" in the proof has limped home a lame loser on the printed page, while another has had a "something" about it that brought it under the wire a profit producer in



Hughes & Brettell, 461 Eighth Ave., New York City, won the entire $200 cash award of The Martin Cantine Prize-Honor Contest for May with their Minerva Knitting Book printed on Cantine's Niagara Enamel. You are invited to enter these monthly contests with samples of your work on any Cantine paper.

COMPETITION takes no vacations. It operates seven days a week and fifty-two weeks a year. Far-sighted sales executives recognize the fact that the mailman can be of invaluable assistance to the salesman. It *pays* to give direct-mail matter and sales literature distinction and effectiveness with modern illustrations, harmonious typography, fine presswork and Cantine's *Coated* Papers.

Write for book of sample papers and information concerning our monthly prize contests to your paper jobber or direct to The Martin Cantine Company, Saugerties, New York, Dep't. 177.

Cantine's COATED PAPERS

CANFOLD	ASHOKAN	ESOPUS	VELVETONE	LITHO C.1 S
SUPREME FOLDING AND PRINTING QUALITY	NO. 1 ENAMEL BOOK	REGULAR NO. 2 ENAMEL BOOK	SEMI-DULL - Easy to Print	COATED ONE SIDE

the test, and then over and over and over again.

And now it would seem that those advertisers who never sought the test of response before are joining the procession of those who have found it worth while to know what the advertising dollar does during the day. The once despised coupon has taken on a new dignity. It is to be found in the most respectable of drawing rooms. It is finding itself looking up from printed pages into the faces of members of some of our best families. And it is doing its job by bringing back to those who sent it forth illuminating information about men and media and messages.

There is a law of averages that will work for every advertiser and every salesman. The problem is to find by test the plan that yields a profit and then turn it loose with the multiplication table. "Knowing" in advertising and selling is not so much knowing what to do to sell at a profit as it is knowing how to find out what to do. Articles to follow in this series will present interesting experiences in direct return advertising in which tests of copy and media in all manner of combinations trailed the good old law of averages to his hiding place and put him to work.

V. George Harper

Formerly export manager of Victor Motors Company, St. Louis, has been appointed manager of the Philadelphia territory for the *American Exporter.*

Arthur Rosenberg Company, Inc.

New York, will direct advertising for the second Radio World's Fair, to be held in the 258th Field Artillery Armory, New York, September 14 to 19, 1925.

Fisher-Brown Advertising Agency

St. Louis, will direct national advertising for the Brown Shoe Company, same city.

E. W. Rutledge

Has been appointed sales manager of the Harry H. Packer Company of Cleveland, outdoor advertising. A new plant of the company has been opened at Canton, Ohio.

Outdoor Advertising Association of Pennsylvania

Announces the election of the following officers: president, Henry R. Johnson, Reading; vice-president, Harry L. Carey, Philadelphia; treasurer, C. A. Wolf, Philadelphia; secretary, Tom Nokes, Johnstown. Directors are: Irving Rosencrans, Allentown; Nathan Apple, York; Oscar Funk, Lancaster; Max Ludwig, Newcastle, and A. Norrington, Pittsburgh.

Spellbinding the Space Buyer

[CONTINUED FROM PAGE 23]

sales. We both advertise and have the common motive of creating acceptance for our products. We have many other common points in the cost of production and allotment of sales.

"Now," he continued, "if my salesmen were to go out to our many thousands of dealers and attempt to sell their wares by figures and percentages and potential market conditions as expressed in numbers and circulation, we would surely have sales resistance.

"And yet vital figures and statistics exist in our business just as well as in the publisher's business. We can't do without them.

"IN a way of speaking, we sell what might be termed the editorial context of our business. We sell a merchandising policy that aims to be of the greatest assistance to our dealers and to our customers. So when the persistent pursuit of this definite business policy brings us increased consumer sales and a closer and finer relationship with our dealers, we believe that the news value of our merchandising is right.

"When a publication space salesman approaches me on a basis of mutual business interests I can understand him fully. But when the salesman's selling knowledge is wholly a matter of figures and percentages it is difficult to adjust my figures to meet his."

A man who is now president of one of the great publishing houses addressed several hundred dealers from all parts of the country assembled in a convention. He spoke to these men as fellow salesmen—he reminisced about his own years of sales work and then developed the relationship of his magazine to the common interests of their individual businesses. He never quoted a figure except the gross circulation of his publication, which was over one million copies per week. His appeal was understood by every man present. The publication went over big.

Just one year later, before a large audience of these same dealers, this publication president spoke again. This time he had charts and a long pointer. He developed all the details of circulation including the numbers of automobile owners, phonograph users, telephone subscribers and prospective radio purchasers. State by state and city by city he developed the relationship of his publication to advertising and sales. His audience fidgeted and coughed. The talk went flat.

It was somewhat like the walnut-shaped army rations that were developed some years ago. They contained sufficient nourishment so that if eaten three times a day they would sustain human life indefinitely. They were able to compress everything into these small globular meals but the desire to eat them. Without this desire you would starve to death.

"Lots of us," *said the architect,* "read the advertising in the RECORD—and pretty carefully, to keep posted on the *news* about the hundred-and-one things we specify each time we design a building."

(Perhaps this is not entirely unconnected with the fact that the June 1925 RECORD carried over 31% more advertising than June 1924.)

Ask us for the latest statistics on building activity—for a copy of our 56-page booklet, "Selling the Architect"—and for data on the circulation and service of The Architectural Record.

(Net Paid 6 months ending December, 1924—11648)

The ARCHITECTURAL RECORD
119 West Fortieth Street, New York, N. Y.
Member A. B. C. Member A. B. P., Inc.

A completely planned catalogue will be much more attractive and *profitable* throughout the year than one that is just "thrown together." If your business is in the plumbing, heating, or engineering fields, your catalogue can be produced by us to best advantage.

We are specialists in the production of catalogues to most effectively reach these markets and our experience and knowledge will prove most valuable. The service charge is most modest. Get in touch with us to-day.

Arthur Henry Co. INC.
Industrial Advertising
1482 BROADWAY NEW YORK.

Press-Tested Electrotypes

The Test Proof Tells

The Test Press searches out the flaw in the plate.

The Test Proof shows it.

We correct it.

That's why Reilly Press-Tested Electrotypes print perfectly.

The Test Proof Tells

REILLY

Electrotype Co.

209 West 38th Street, New York

TELEPHONE FITZROY 0840

A TAYLOR THERMOMETER ADVERTISES 24 HOURS EVERY DAY
Agents whose clients' products are in keeping with thermometer advertising recommend *Taylor* Outdoor or Indoor Advertising Thermometers. All year round publicity, because of universal human interest in temperature. Write for catalog and quantity prices.

Taylor Brothers Company,
ROCHESTER, N. Y. N-38
(Division of Taylor Instrument Companies)

Decorations De Luxe
Add
TONE and QUALITY
to the Printed Page
OFFERED IN ELECTROS
RITE NOW FOR PROOFS
Cobb Shinn
207 Fair Bldg. Indianapolis Ind.

National Miller
Established 1895
A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. paper in the field.
630 W. JACKSON BLVD., CHICAGO

CATCH THE EYE!
Liven your house organs, bulletins, folders, cards, etc., with eye-gripping cuts—get artwork at cost of plates alone. Send 10c *today* for *Selling Aid* plans for increasing sales, with Proof Portfolio of advertising cuts.
Selling Aid, 808 S. Wabash Ave., Chicago

Sales Manuals That Make Good

[CONTINUED FROM PAGE 18]

places of business are not as well illuminated as offices or drug stores. Consequently the book in actual field use was found difficult to read. Reasonably large type is highly advisable for sales manuals, there being two reasons why. The text should be legible in even the dingiest surroundings, and the type should be big enough so that the salesman and the dealer can read it side by side in case they want to.

From the standpoint of easy reading, type is preferable to typewriting. If the manual must be typewritten, a black ribbon should be given preference over a blue one.

3. *Loose-leaf or bound pages?* The loose leaf form of sales manual has the preference in many quarters. Some of the cases where the use of this form is indicated are: (a) Where certain pages may need frequently to be changed; (b) Where conditions vary in different territories and different sets of sheets are required for that reason; (c) Where additional data will be supplied from time to time; (d) Where different salesmen call on different classes of trade and cannot use exactly the same form of manual; (e) Where one section of the manual may be used more heavily than the others and thus have its pages so torn or soiled that they will need replacement. The one section can then be replaced with a new one instead of discarding the whole manual; (f) And, of course, where, as in the majority of cases, sales forces are so small that the cost of a printed and bound sales manual may be unduly large per copy.

In general, the printed bound-book type of manual is used more for the larger sales forces and where conditions are so well settled and established that the need for sudden changes is a remote possibility. Such a type of book has certain advantages: (a) Pages cannot be lost so easily; (b) The book is apt to be more compact; (c) In large quantities the cost is less; (d) It is usually easier to read; (e) Its permanence of form may have the psychological effect of seeming more authoritative and substantial than the more home-made loose-leaf manual.

4. *Order.* Presenting the story in the logical order was touched on in my previous text on sales manuals that make good. It is again brought up because the physical make-up of the individual pages has something to do with the matter.

If the manual is to be shown to the dealers, the book should open with those things—points or pictures—which have the strongest appeal to the dealer's own selfish interests. From there work back to the manufacturer's plant, processes, etc. A fairly common mistake is to work the other way. The book may open up with a photograph

of the manufacturing plant or the august founder of the business and only after several pages will the more vital concerns of the dealer be touched on. One such manual became really effective only when its contents were reversed from their original order. The "you" stuff should come first—the "we" stuff last.

5. *Eye appeal.* After getting the manual in preliminary form it is a good plan to go through it to see if more of the text can be converted into pictures or graphs or at least reinforced by them. Pictures are always more interesting than words.

6. *Rag-tag and bob-tail.* Fold-over or telescoping pages should be taboo in making the sales manual. They tear and soil too easily. There is nearly always a way around, if it is sought. Side issues such as pockets in the back for folders should be avoided if possible. The simplest book to look at and read is the best.

[This is the second of three articles by Mr. Morgan on "Sales Manuals That Make Good." The third and final installment which will appear in an early issue, will deal with the problem of getting the manual used.]

Charles Blum Advertising Corporation

Philadelphia, moved on July 1st into new offices in the Blum Building, 1120 Spruce Street.

Einson-Freeman Company, Inc.

Of New York, lithographers, have purchased the entire plant of Young & McGuire, Inc., same city.

John A. Barrett

Has been elected vice-president of the Barnes Crosby Company of Missouri, St. Louis, Mo.

Harry H. Field

Has resigned effective September 1st as American representative of the *London Daily Mail* to start on an independent trip around the world to study business conditions in various foreign countries.

The John S. King Company

Cleveland, will direct advertising for the Standard Envelope Manufacturing Company, same city.

Nat Falk

Formerly art director of the Carey Craft Press, New York, has started his own free lance business at 171 Madison Avenue, same city.

S. H. Quarles

Formerly Lieutenant Commander, U. S. Navy, has joined the New York business staff of *Marine Engineering and Shipping Age*, a Simmons-Boardman publication.

Kenneth B. Groser

Formerly with Condé Nast Publications, The Crowell Publishing Company and Rufus French, Inc., will take charge of the New York territory for the advertising staff of *Columbia*, the Knights of Columbus magazine.

Why Not Sell the Oil Burning Field?

OIL burning both for industrial and domestic purposes is spreading amazingly. Some people compare it with the automobile as of 1914. If they're right, what a market! And they can't be far wrong, for we have copper riveted facts that support them.

Perhaps some of your products can be sold in this field. Others might be made suitable with but slight changes.

Because new, it is a market remarkably responsive to advertising . . . to FUEL OIL advertising. FUEL OIL is the only publication in the field. It gets quick and tangible results for its advertisers.

We're immodest enough to think we have more information about selling this market than there is any place else. We outlined what we have in a booklet, "5 Minutes with FUEL OIL." We'd like to send you a copy. Just write.

If you want information about a specific product's suitability to the field, just send descriptive literature.

FUEL OIL

FOR HEAT and POWER

Publishers of the Oil Trade and The Petroleum Register

350 Madison Avenue, New York

CHICAGO TULSA LOS ANGELES

KEEP YOUR COPIES!

At the conclusion of each volume an index will be published and mailed to you.

Get Our Samples Before Ordering

Letterheads

"Lithographed to produce better results for your letters—at prices of good printing."

HIGGINS & GOLLMAR, Inc.

Manufacturing Lithographers

30 Ferry Street . . New York, N. Y.

ALL BUSINESS STATIONERY FORMS

LABELS

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The Weather That's to Come

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tire population south to the Ægean Sea.

Now all of these historical facts are of particular interest to us at the present time for the reason that we are now approaching the peak of the sunspot curve. This time of sunspot maxima occurs in regular sequence and will be reached in 1927, when the activity on the sun's surface will be greatest. Some scientists, in fact, many of them, insist that the sun gives forth more heat at a time when the sunspots are most numerous. H. Janvrin Browne, and others who are giving this subject close study, insist that a time of sunspot maxima will mean lower temperatures throughout the earth, although they agree that the sun's temperature at the surface is greatest when the spots are most numerous. Their contention is that the solar heat resulting from this increased activity is partly cut off from us at such a time. While I do not pretend to be an authority on the subject, I do believe that this latter deduction is based on reasoning that is scientifically sound.

NO matter how much or how little of real practical value we eventually get out of this study of solar heat, it is indeed fortunate that a few of our people at last are endeavoring to use some of the marvelous astronomical devices now available to provide answers to age-old puzzles. Chinese scientists for hundreds of years have attached much importance to the spots on the sun's surface, which they could only see when the brightness of the sun was toned down by fog at midday or by the horizon haze at sunrise or sunset. We must bear in mind that a large sunspot is of such immense size that it represents an area big enough to contain a hundred globes the size of the earth.

The coming sunspot maxima will be a time of unusually weak planetary tidal pull, such as happened in 1816, "the year without a summer." This latter year of abnormal weather conditions also came at the end of a series of unusual years preceded by an open Arctic, like that of the summers of 1921-22. But it may be discovered later that sunspots are a secondary rather than a primary influence on the solar constant. Perhaps other solar phenomena are chiefly responsible for the periodic changes that take place in the earth's temperature. Perhaps the sun has its own cycle of variations of heat and other activities, born of its internal forces.

At any rate, we are coming to a showdown in this extremely interesting problem. Seven-tenths of the surface of the earth is covered with water and the temperature of this water has been declining steadily for three years.

Oceanic currents flowing from the Arctic and from the tropics are experiencing changes. Further fall in the temperature of the Gulf Stream might cause this current to sink below the cold Arctic current that flows south through the Atlantic Ocean. The salinity of the Gulf Stream is much greater than that of the Arctic current, and the question of which stays on top is a matter of specific gravity, rather than a question of temperature. If the Gulf Stream should sink before reaching Europe, the effect on that continent would be beyond all estimation. Instead of the British Isles being surrounded by water averaging something like 60 degrees in temperature, they would be inclosed in an arctic ocean having a temperature of 38 degrees.

Let us hope that such a happening will never occur, for it would be a blow to our present civilization beyond all remedy. Nevertheless, with such scientific knowledge as we now have at hand, and with present facilities for making accurate solar readings, we certainly would be showing little wisdom if we failed to consider and discuss possibilities of such deep importance.

The next three or four months will bring definite answers to many questions that are now uppermost in the minds of our long-range forecasters. Although the U. S. Weather Bureau has not gone in extensively for this new art, qualified scientists in our Navy Department are lending hearty cooperation for the development of valuable data that will help to solve this weather puzzle. Great banking houses, commercial institutions, manufacturing bodies and speculators in grain are carefully studying these forecasts of coming weather conditions. Maybe we are witnessing the birth of a great and valuable science. On the other hand, coming developments may prove that we are on the wrong track and that the entire effort is a waste of time. As for myself, I have faith in the constructive character of the work and will be both surprised and disappointed if the outcome is not of great practical value.

Dr. A. P. McMahon

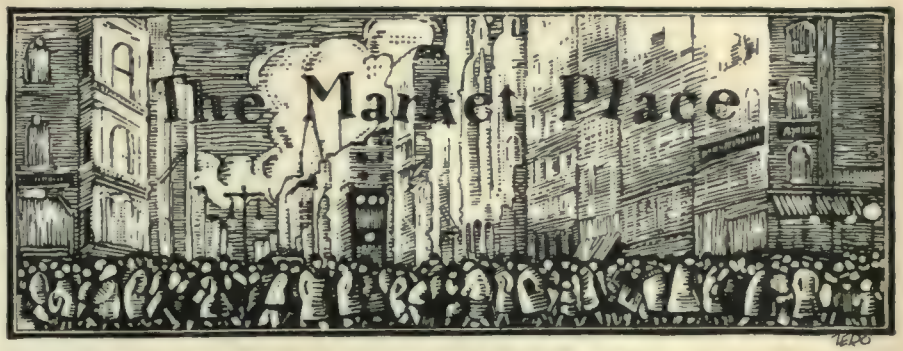
Who has been with several publications of the International Magazine Company and who was at one time with the Van Patten Advertising Agency, has been appointed promotion manager of *Good Housekeeping*.

Walter C. Johnson

General manager of the *Chattanooga News*, has been elected president of the Southern Newspaper Publishers Association, succeeding Arthur G. Newmyer of the *New Orleans Item*. Wiley L. Morgan, general manager of the *Knoxville Sentinel*, succeeds Mr. Johnson as secretary.

D. Minard Shaw, Inc.

Is the name of a new advertising agency which has been organized in New York by D. Minard Shaw, until recently vice-president of Jules P. Storm & Sons, Inc., same city.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Business Opportunities

Opportunity to get your goods to attention of our list of 40,000 of the country's best consumer buyers through direct by mail circulation, at small cost; write for details. John N. Smith Publishing Corp., 154 Nassau St., New York.

Miscellaneous

AGENTS' names neatly typewritten from our one day old inquiry letters. Price right.
K. WORLD
166 W. Washington, Chicago

Service

LET ME WRITE YOUR LETTER!—IT WILL PAY YOU BETTER!
I write letters that produce profits, business, orders, remittances, collections, positions!—Reasonable. Write—HENRY BAUMANN. 1936 Grove St., Brooklyn, N. Y.

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
14 West 40th St., New York City.
Telephone Penn. 3566.

FOR $5.00
12 collection letters, complete system. Results or money refunded. Fair
Box 279,
Danville, Virginia

Position Wanted

ARTIST desires permanent position, successful talent and valuable experience in advertising art work. Agency, printing, engraving and litho house experience. $75. Box No. 281, Adv. and Selling Fort., 9 East 38th St., New York City.

MARKET AND MEDIA ANALYST
University graduate, M.C.S.; consistent and conscientious in the pursuit of factual bases for plans, choice of media, and solicitation, seeks broader scope. "M. C. S," care Box 286, Adv. and Selling Fortnightly, 9 East 38th St., New York City.

ADVERTISING MANAGER OR ASSISTANT.
As I have been clerk, store manager, jobbers' salesman, advertising manager for two chain stores and manufacturer, I am qualified to handle the advertising of a concern that wants an executive who knows merchandising and who can plan and produce effectively yet economically; 15 years' experience in radio, hardware and textile fields; age 35; university graduate. Box 279, Adv. and Selling Fort., 9 East 38th St., New York City.

Position Wanted

Vice-President and General Manager for manufacturing concern wishes new connection with live organization; 7 years' sales and advertising, 6 years' accounting and credit experience; age 32. Box 291, Adv. and Selling Fort., 9 East 38th St., New York City.

EXECUTIVE
College man, 35, Christian, 10 years' experience, business getter and copy man, wants position on salary and commission, with established agency having real service to sell. Controls several accounts. Familiar with toilet requisites, industrial and radio accounts. Box 288, Adv. and Selling Fortnightly, 9 East 38th St., New York City.

ADVERTISING AND SALES MANAGER
Technical school graduate. Organized and maintained a sales organization of my own. Metropolitan selling experience. Assistant sales manager with a very large hardware concern. Have planned and carried out salesmen and dealer conventions. Have managed a sales office of seventy people. Originated display material, dealer bulletins, consumer booklets and sales letters, contacted prospective dealers, etc. At present employed as advertising manager for a very successful major household appliance manufacturer. Isn't fifteen years of unusual sales and advertising experience worthy of your consideration? Box 287, Adv. and Selling Fortnightly, 9 East 38th St., New York City.

Help Wanted

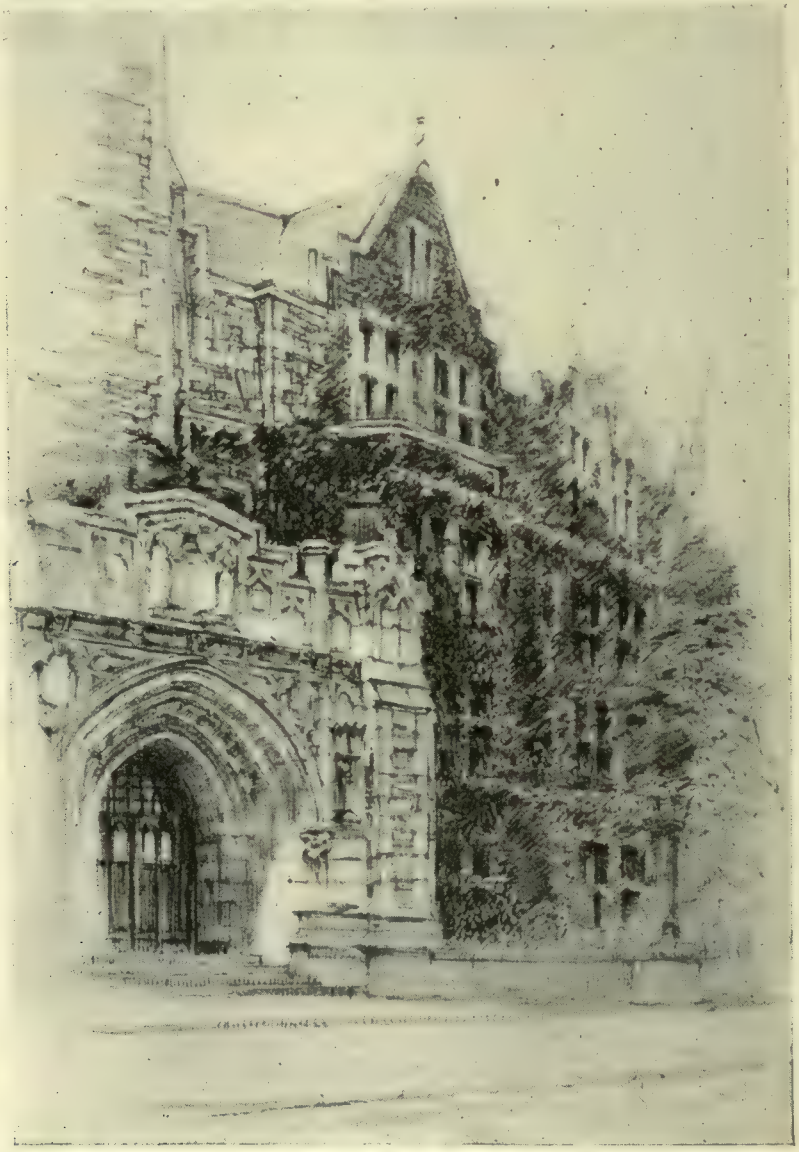
DIRECT MAIL
Young college man 25 to 30 preferred, who has written copy for and actually supervised direct mail campaigns. Position is with a rapidly expanding division of General Motors and the future is practically limitless. Write in detail, including experience, religion and salary desired to Box 290, Adv. and Selling Fort., 9 East 38th St., New York City.

SALESMEN
To call on Agencies, Publishers, Advertising and Sales Managers; part or full time. Prospects know us. The suggestion is all that is necessary to secure orders; liberal commission; state territory you cover. Box 289, Adv. and Selling Fortnightly, 9 East 38th St., New York City.

ADVERTISING SALESMEN WANTED
Salesmen or women acquainted with syndicate magazines to sell leading beauty shops exclusive distribution on beautiful magazine. Sells for 5c. a copy, average sale 300 for year. Can use several giving each exclusive territory. Big commissions paid on receipt of order, also interest in successful company as bonus. Powder Puff Magazine, South Bend, Ind.

CAN YOU SELL ADVERTISING BY MAIL?
An established business publication believes that a substantial volume of advertising can be sold by mail—principally to new advertisers, small advertisers and advertisers that it is not geographically convenient for the salesmen to call upon. If you have had experience selling advertising by mail, please send details, salary expected, etc. to Box 280, Adv. and Selling Fort., 9 East 38th St., New York City.

"To rise above mediocrity — requires enthusiasm and a determination not to be satisfied with anything short of one's ideals."



Drawn by T. T. De Postels

PHOTOENGRAVINGS can be of two kinds. They may be made with merely metal and chemicals —or they may be the product of metals, chemicals, and *brains.* It is the latter sort that hold your eye as you glance thru the advertising pages of our magazines.

Wouldn't you care to have your engravings of that type? Wouldn't you care to have them lifted out of the prosaic rut of mediocrity? If you would, your end can be attained here. We pick our engraver-craftsmen for their intelligence as well as their skill. They use both in their work. Put us on trial.

The EMPIRE STATE ENGRAVING COMPANY
165-167 William Street, New York

Action!

TIME makes a new advertising record. In 1924 TIME's advertising lineage was 75% ahead of 1923.

The *first six months* of 1925 show TIME's advertising increase to be nearly 100% ahead of the same period last year.

The advertisers who helped make this record are getting ACTION from their use of TIME. They are getting action from a *class* circulation and are buying it at *mass* rates.

TIME will put your advertising message before the better element in every important city and town in the United States.

Test TIME—put it on your next list.

ROBERT L. JOHNSON, *Advertising Mgr.*

TIME

The Weekly News-Magazine

236 East 39th Street New York, N. Y.

REPRESENTATIVES

Western
POWERS AND STONE,
38 South Dearborn Street,
Chicago, Ill.

New England
SWEENEY & PRICE,
127 Federal Street,
Boston, Mass.

Southern
F. J. DUSOSSOIT,
1502 Land Title Building,
Philadelphia, Pa.

Public Library, Kansas City, Mo.

Eternal Editorial Vigilance maintains the leadership in circulation and reader-interest of National Petroleum News.

THE price of hot, live news is high but we pay it.

Wherever the news is breaking, our editors go in person to get the facts and also that human interest touch possible only to the story written on the spot from first-hand contact.

You can't hold the interest of a busy oil executive and build up in him a reading habit on tardy news dully told.

The livest news, wired in to the press-room—the style and phrasing of able writers—the most interesting of photographs hot from the field—up-to-the-instant statistics—these are the things we must supply and do.

THAT'S PART of the reason why N. P. N. advertising pages pay such continuous dividends to advertisers.

NATIONAL PETROLEUM NEWS

Member A. B. C. *Member A. B. P.*

812 HURON ROAD, CLEVELAND

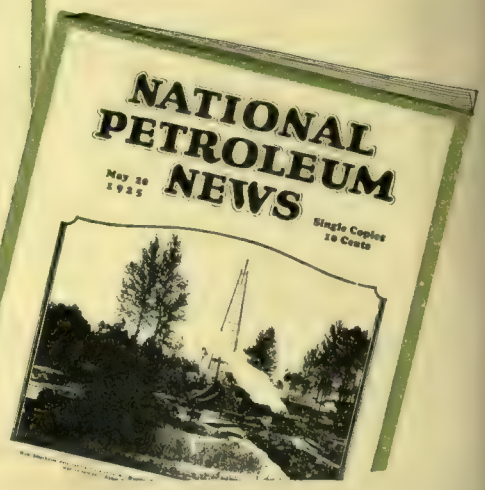
District Offices:

TULSA, OKLA.
608 Bank of Commerce Building

CHICAGO
360 No. Michigan Avenue

NEW YORK
342 Madison Avenue

HOUSTON, TEXAS
608 West Building



Advertising & Selling

FORTNIGHTLY

Photograph by Alfred Cheney Johnson for Oneida Community

JULY 29, 1925 15 CENTS A COPY

In this issue:

"Trimming Sales Costs to Meet Today's Competition" By William R. Basset; "The Need for More Frankness in Client Relationship" By Arthur Royce MacDonald; "What Are a Publication's Rights to Censorship?" By William E. Cameron; "Charge Against the Department Store."

June Advertising in Chicago

This statement of display advertising for the month of June, 1925, is striking evidence of The Chicago Daily News' leadership in the six-day field in the following important classifications:

AUTOMOBILES
The Daily News First....66,180 lines
The next paper.....46,636 lines

BOOKS
The Daily News First.....4,364 lines
The next paper.....3,470 lines

CHURCHES
The Daily News First.....4,638 lines
The next paper..... 826 lines

DEPARTMENT STORES
The Daily News First...541,583 lines
The next paper.....239,792 lines

FURNITURE . . . . . .
The Daily News First....79,419 lines
The next paper.....50,585 lines

GROCERIES
The Daily News First....83,620 lines
The next paper.....68,347 lines

HOUSEHOLD UTILITIES
The Daily News First....12,513 lines
The next paper.....10,871 lines

"OUT OF THE LOOP" STORES
The Daily News First...126,822 lines
The next paper..... 64,500 lines

RADIO
The Daily News First.....9,088 lines
The next paper.....8,497 lines

RESORTS
The Daily News First....38,000 lines
The next paper.....34,584 lines

TOTAL DISPLAY ADVERTISING
The Daily News First..1,289,314 lines
The next paper.....1,124,501 lines

The position of The Daily News among advertising mediums in Chicago—reaching "most of the people all the time"—is further emphasized by the fact that it leads all other Chicago daily newspapers in the number of "want-ads" printed, the total for June, 1925, being 87,126 as against 81,090, the next highest score.

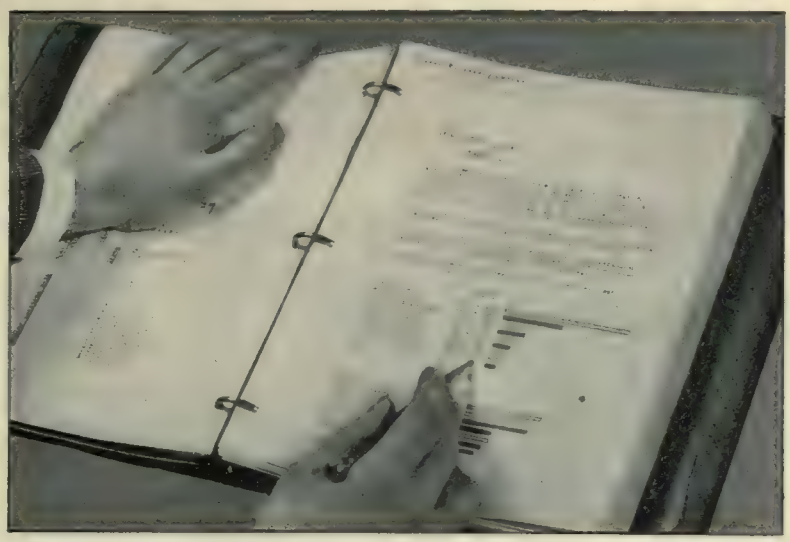
Manufacturers who wish to establish and maintain their products at the top of competition in Chicago wisely advertise in

THE CHICAGO DAILY NEWS

First in Chicago

Figures furnished by Advertising Record Co., an independent audit service subscribed to by all Chicago newspapers

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume 5. No. 7. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.



Are your customers 12 to 1 *for or against you?*

THE owners of a certain business had decided that their product must conform to prevailing styles. Accordingly, they had designed and pushed models in which the feature that had been basic in the product originally was obscured if not almost lost sight of.

But in spite of this effort to do what seemed to be the right thing, sales slumped. The situation became serious. They at length realized the need of finding out what people really thought about their goods.

A Richards Field Survey was undertaken. When it was completed, the findings left no room for doubt. Ninety-two per cent of those users who were interviewed said that they bought the product because of the features it had as originally designed. In other words, by a majority of 12 to 1 *they didn't give a hang for style!*

Although this case is extreme, it is our judgment based on experience that no manufacturer should try to decide marketing problems without first knowing exactly how his customers view his goods. Hence our first step in arriving at advertising and sales plans is to get the views of many people, sometimes thousands of consumers, retailers, and jobbers. This first-hand information, together with our recommendations, is called a Richards Book of Facts and becomes the exclusive property of the manufacturer.

For such manufacturers, a Richards Book of Facts is a constant source of sales and marketing information. One business head expresses its value when he says, "Instead of guessing blindly and stumbling along in the dark, I now have a fund of practical information that provides a logical background for everything I do."

Our new booklet "Business Research" tells how "Facts first" may be applied to a business. Write for a copy.

JOSEPH RICHARDS COMPANY, INC.
251 Park Avenue New York City
An Advertising Agency Established 1874
Member AMERICAN ASSOCIATION ADVERTISING AGENCIES

RICHARDS *"Facts first—then Advertising"*
TRADE MARK REG.

THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK

If you want to know about our work, watch the advertising of the following:

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
TAVANNES WATCHES
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
WELLSWORTH OPTICAL PRODUCTS
TARVIA
DUZ
WALLACE SILVER
HAVOLINE OIL
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEWITT WORK-LIGHT
SILVER KING GINGER ALE
L & G AGATE WARE
BONDED FLOORS
TAO TEA BALLS
NEW-SKIN

What we've done for others we can do for you.

Member of the American Association of Advertising Agencies
Member of the Audit Bureau of Circulations
Member of the National Outdoor Advertising Bureau

Page 5—The News Digest

C. P. McDonald Company, Inc.

New York advertising agency, announces the addition to its organization of William Mahoney, formerly with L. C. Gumbinner of the same city, and Ralph F. James, previously connected with the National Lead Company and the Mutual Benefit Life Insurance Company of St. Louis. Mr. Mahoney will be connected with the art department and Mr. James will act in the capacity of representative.

Lyddon & Hanford Company

New York office, will direct advertising for the Barcley Corset Company, Newark, N. J.

The Powers-House Company

Cleveland, will direct advertising for the Glenn L. Martin Company, same city, manufacturers of airplanes. This company has also perfected an article in the radio field which will be announced shortly.

P. C. Gunion

Has resigned as advertising and market research manager of the Hyatt Roller Bearing Company of Newark, N. J., and will take an extended trip abroad to make a personal study of business conditions in various foreign countries.

C. J. O'Reilly

Until recently secretary and treasurer of the E. W. Hellwig Company, New York, has joined the staff of James F. Newcomb & Company, Inc., same city, as account executive.

The John Budd Company

Has been appointed national representatives of *The Lakeland* (Fla.) *Evening Ledger.*

Barron G. Collier, Inc.

Has purchased Artemas Ward, Inc., of New York, street railway advertising company, and its subsidiaries, which include the Listerated Gum Corporation and several other concerns. The business was willed to Harvard University by Mr. Ward upon his death last March and it was from the trustees of the estate, representing Harvard, that the purchase was made. The business will be continued under its present name and the present offices will be maintained to direct the advertising in the Interborough lines, the contract for which together with the vending privileges was awarded to Mr. Collier's concern a short time ago. W. Burgess Nesbitt and Louis Cohn, both of whom were long associated with Mr. Ward, will remain with Artemas Ward, Inc. This purchase marks the latest and greatest development in Mr. Collier's effort to unify and standardize street railway advertising media, in which business he has been engaged since its earliest days, some thirty years ago.

The Thumbnail Business Review

By Floyd W. Parsons

CONSIDERING that we are in the middle of the vacation period, when there is always a slowing down in trade activity, it may be stated with confidence that the business situation generally has shown an encouraging improvement in recent weeks. Textiles, metals and sales of mail-order houses are progressing favorably. Business failures decreased in June. Crops are in good shape and the promise in corn is for the third largest crop on record. As compared with last year, this year's corn production should show an increase of at least 600,000,000 bushels.

¶ Car loadings continue at a record rate, practically all districts showing increases. The second week in July showed an increase of 72,826 cars over the corresponding week of last year. Leading economists are almost unanimous in the prediction that fall business will be good. All signs indicate that industrial activity is gathering momentum. Optimism is supplanting the pessimism that prevailed during the spring. During recent weeks bank clearings and debits have reached new high levels, while on the exchanges security prices have risen to a record average.

¶ About the only cloud on the horizon at the present moment is the possibility of a coal strike. There is not much more hope now than there has been in the past for the mine operators and the miners to undertake the big job of cleaning up their own house. This industry has been a threat to business and a drag on general prosperity for more than a generation. A coal strike is not only possible but quite probable, and though it is a disagreeable thought to entertain, it is nevertheless true that a mining suspension would be a good thing if it should bring a final and lasting settlement of our fuel difficulties.

Ajax Advertising Agency, Inc.

New York, will act as advertising counsel for the Universal Crepe & Tissue Mills, Inc., Ballston Spa., N. Y.

Myers-Beeson-Golden, Inc.

New York, will direct advertising for the Fostoria Pressed Steel Company, Fostoria, Ohio. This concern recently purchased the entire business of the Ashland Manufacturing Company of Ashland, Ohio, manufacturers of the Eureka line of automobile jacks and pumps. The plant is being moved to Fostoria, where the line will continue to be manufactured and sold by the Fostoria company.

"Time," Inc.

Announces the removal of its editorial and circulation departments to Cleveland, where the magazine will now be printed. The advertising department will continue to function at the old address, 236 East Thirty-ninth Street, New York, under the direction of Robert L. Johnson, advertising manager. Howard Black has been appointed Eastern manager, effective August first, and F. S. Dusossoit, Southern manager, has been transferred to the New York territory.

Lejaren à Hiller

President, and Julian Langner, vice-president of the Lejaren à Hiller Studios, will become associated with Underwood & Underwood, Inc., commencing August first. Mr. Hiller will be vice-president in charge of commercial photography in the new organization. Several members of his technical staff will continue with him, and the present commercial photographic staff of Underwood & Underwood will be retained. The Elliot Service Company recently purchased the controlling interest in Underwood & Underwood.

Campbell-Ewald Company

Detroit, will direct advertising for the Great Lakes Refining Company, Detroit and Toledo, manufacturers of Cyclo Gas, a new automotive fuel which is produced by a new petroleum distillation process.

William A. Sittig

Has been appointed manager of the western office of *The Modern Priscilla*, Peoples Gas Building, Chicago.

"Automotive Daily News"

A new trade paper devoted to every important division of the automotive industry will be published every day except Saturday and Sunday, commencing early in August. The Automotive Daily News Publishing Company, Inc., which has been organized to handle this project, will be located at the publishing plant, 25 City Hall Place, New York. The officers of the new concern are: president, O. J. Elder; vice-presidents, E. C. Wright and George M. Slocum; treasurer, G. L. Harrington; secretary, Alexander Johnston. Mr. Johnston will have charge of the editorial department and Mr. Wright will be director of advertising.

[ADDITIONAL NEWS ON OTHER PAGES]

Advertise to Telephone Subscribers

Old methods of finding and measuring the market for concentrated advertising effort are superseded by the Telephone List.

The Telephone List marks off from the total families in the United States the 8,419,668 homes with telephones.

These homes with telephones are something more than homes which can afford telephones. They are homes of families that need telephones, because the wider demands of their daily lives require this labor-saving device. It is not the telephone, but what it stands for that makes these homes better markets. The telephone means greater social activity, greater buying power and a scale of living in which the telephone rent is negligible beside the help it affords. More than that, the telephone reveals a state of mind toward the community, a desire to keep in touch, a wish to know, which makes telephone subscribers receptive to sellers of worth while goods.

Therefore, the families of telephone homes are magazine readers as well as better buyers. They can be reached by magazine advertising. The same open, curious state of mind that demands the telephone demands the magazine, and especially the magazine of information.

That is what links The Digest so closely to the telephone home. Both are labor-saving devices. Both are means to an end. The telephone keeps one in touch with the world. The Digest brings the acts and thoughts of the world to the home. The telephone saves miles of traveling. The Digest saves hours of reading.

Because of this close analogy between the telephone and The Digest, and because the presence of the telephone reveals the most worth while home to cultivate, The Digest has devoted its advertising campaigns primarily to the telephone homes, for ten years.

In the ten years (1915-1924) The Digest has mailed more than fifty million circulars to telephone subscribers. It has increased its circulation to more than 1,300,000 copies per week and can make to the advertiser this definite statement:

The home with
a telephone is the
best market
and the best million telephone
homes are subscribers
for

The Literary Digest

"In the motive lies the good or ill."—Dr. Johnson.

39,441
Net Paid Daily Average Circulation—June

Trenton Evening Times.

FINAL
Wall St. Closing
(PAGE 21)
Auto Department

VOL. XLIV.—No. 161. Entered as second class matter at the Postoffice at Trenton, N. J., under the act of March 3, 1879. Trenton, N. J., Wednesday, July 8, 1925. 26 Pages—208 Columns Price, Two Cents: Outside County, Three Cents. Published by Times Publishing Co.

PROBE RELEASE OF WOMAN WHO THEN SLEW DAUGHTER

Two Seek $100,000 Damages from Isaiah Birks

ASSERT HE BALKED AT LAND SALE

Zelenak and Lobell Accuse Realtor of Repudiating Contract

BIRKS ASSERTS THEY DID THE REPUDIATING

Suit for $100,000 damages against Isaiah Birks, the realtor, alleging the violation of contract, was filed in Mercer Supreme Court today by Sander Zelenak and Morris Lobell, also of Trenton. Their attorney is Henry H. Wolstenholm.

The complainants charge that they are entitled to damages as the result of Mr. Birks' renunciation of a contract which would have given them title to certain sections of Hamilton Township, known as Merrerville Gardens, the day following the signing of the papers. Mr. Birks made the same repudiation, according to the defendants, on two occasions.

On June 19 last, Zelenak and Lobell say, they entered into a contract with Birks whereby, they contend, for $17,500, the latter was to convey to them 100 lots. On June 20 the full papers were signed, they contend by the defendant who now refuses to abide by the agreement. On July 4 and 7 then, they contend, they tendered to Birks what he was required to pay under the contract, but he refused, they say, to live up to the terms of the contract. Mr. Birks, they say, stated he would be forced to cancel the contract in answer to the complaints of James and Lobell, who, the complainants say, had approached the contract with good faith and had provided large sums of money for the purchase of the property. Birks, they say, had agreed to the contract, they say, and had signed it, but later had repudiated it. Charles Carpenter is counsel for the plaintiffs in this litigation.

Sued For $100,000

Isaiah Birks

BARONESS DIES IN LONG PLUNGE AT HOTEL PARTY

Drops From Seventh-Story Window After Faint-

INVESTIGATORS FIND WHISKEY BOTTLES

(Associated Press)

NEW YORK, July 8.—Baroness Helen Zur Muehlen, of Java, Dutch East Indies, was killed today by a fall from a seventh-story window of the Ritz-Carlton Hotel.

She struck on the roof of the hotel's kitchen, which is on a level with the floor. James M. Beck, former Solicitor General, who was visiting the Baroness at the time of her death, said she had complained of a faint spell and fell from an open window.

The Baroness was about 40 years old. Her husband, Count Carmiliano, of Sin Amelia, Java, before her marriage to the Baroness, who is the daughter of a prominent Dutch family, was present in Java, and had been visiting in the United States for the past two years.

Seriously Ill Again

Christy Mathewson

LABOR CHIEF SEES COAL MINE PEACE

(Associated Press)

PROVIDENCE, R. I., July 8.—William Green, president of the American Federation of Labor, and former secretary of the United Mine Workers of America, forecasts early end to the difficulties in the coal mining industry.

In a statement issued here today he said: "Operations may be suspended for a brief period but I do not expect serious consequences. I may be a bit too optimistic, I feel confident that the wage conference which will begin tomorrow in Atlantic City will solve the problem. Both sides are approaching the situation in a proper spirit."

(Second Press)

ATLANTIC CITY, N. J., July 8.—The anthracite coal mine operators went into conference at noon today at a place in draw their joint wage policy to the miners' demands for wage increases. The operators spokesman will present the reply at the joint conference between operators and miners representatives tomorrow afternoon.

Thomas Kennedy, president of the United Mine Workers of America, who was accompanied by his executive board, will ask that the miners accept wage decreases ranging from 10 to 20 per cent on the ground that the one of coal, soft coal and oil are fuel rivals in the sales and profits of manufacture.

The miners are adhering to their demand, but they have indicated that they would be willing to accept a 5 per cent increase, with an increase of 10 a day for others than miners and a 5 per cent increase for the miners.

Quiz Hospital Chief

Dr. Henry A. Cotton

ASYLUM'S DIRECTOR ON STAND

Dr. Cotton Denies Killer Showed Homicidal Tendencies

MONEY PROVIDED BY COMMITTEE

Dr. Henry A. Cotton, medical director of the Trenton State Hospital, was called before the Bright Investigating Committee this afternoon at the State House to explain why Mrs. Arretta Quackenbush, who murdered her daughter in May, was released from the asylum, where she had been committed last February.

The Quackenbush woman hacked her daughter to death with an axe and hammer while the latter was sleeping in their lonely farmhouse near Freehold. She was released, Mr. Dr. Cotton testified and returned to the hospital right as a little child killed her daughter a few days after her release.

Senator Kingdon questioned Dr. Cotton as to the equipment of the hospital and was assured by the medical director that it was adequate.

And not much all this modern equipment, he said, would have prevented this woman had homicidal tendencies.

"Don't say there was no evidence," interrupted Mr. Simpson (Cape May) other doctor might say there was evidence of homicidal tendencies.

"Don't they have to be examined in the hospital and had testimony?" the Dr. Cotton asserted that he knew of no such examination in the hospital and had testimony from the Dr. Mr. Simpson said he knew it that which can unequivocally bear. Dr. Cotton hesitated and said it showed she had suicidal tendencies and had been discharged as cured. But, he said, he had not been discharged as cured. He said he had suffered from depression and had a chronic condition. Mr. Simpson said he had testimony that her health had not improved. Dr. Cotton said she had cleared sufficiently to warrant her discharge. He said he had no idea Mrs. Quackenbush was to be with the daughter, who herself was feeble-minded. He was inclined to blame the Clerks for permitting the woman to live alone with her daughter. He said he was sorry that the financial authorities were not keeping up to make their place as up-to-date as possible.

First Case of Kind

Senator Kingdon said, however, it was the first case of the kind he had seen in his experience of the State Hospital. The insane, replying to questions, said Mrs. Quackenbush had succeeded and had been discharged as cured. There have been no changes in methods of release since the Quackenbush case. Asked if he had discussed the matter with the committee since the Quackenbush case, Dr. Cotton said he had. He said two months' confinement in an institution so large as the State Hospital, no steps had been taken to correct the defects found in the case, the personal defects, Dr. Cotton said, were those of the patient.

Dr. Cotton said he had discussed the matter with the committee and had told them that the Quackenbush case was not the only one of the kind he had seen in his experience. He testified that he opposed the release of the woman, but was overruled by the committee. He said he was sorry he had not been more emphatic in his opinion.

Senator Kingdon said the committee had discussed the matter with Dr. Cotton and had found that the hospital is altogether scientific, and when the committee seemed to

(Continued on Page Twenty)

YOUNG WIFE IS NEAR DEATH IN LOVE TRIANGLE

Tries To Kill Herself After Finding Husband With Another Girl

On the police blotter at the Second District Station are a few words that explain why Mrs. Myrtle Gallagher, pretty young wife of Louis Gallagher, attempted to kill herself in her rooms at the home of Charles Commini, 326 Hamilton Avenue, last night. Gallagher was found in his wife's bedroom with Nettie Grodin, of Georgetown, N. J., the report reads, and in a fit of rage, he beat his wife.

Mother Collapses

Mrs. Gladys Gallagher, mother of the woman, who was reported to be in a critical condition at St. Francis Hospital, where she was taken by the police. The mother collapsed in the hospital upon learning of her daughter's condition.

Gallagher, it is said, was not alone in the room with the woman when the police entered. The Grodin girl was in her suite and Gallagher, it is said, was in the room with his wife. Mrs. Gallagher, it is said,

THE influence of the Condé Nast Group of magazines on . . .

department stores, specialty shops, haberdashers, sporting-goods houses, furniture stores, jewelry stores, drug stores, architects, builders, interior decorators, motor manufacturers . . .

is simply immeasurable.

Why is this? Why do they subscribe, check our advertising pages, write us for style trends, use our name as authority for their merchandise in their local advertising and selling? We don't edit our magazines for these people. Yet they read them intensively and follow them closely. Why?

Because our readers are their most valued customers. These shrewd business men forecast their demands by studying the pages of our magazines. Experience has taught them that the Condé Nast Group is a powerful machine for the moving of quality merchandise.

This powerful influence with the trade is available in no other way. And—ridiculous though it seems—we have never charged a cent for it.

VOGUE
VANITY FAIR
HOUSE & GARDEN

THE CONDÉ NAST GROUP

All members of the Audit Bureau of Circulations

Illustrations of LIFE'S Policy of Humor - and Sanity

"Holding Up the Ball Game"

There are but few of us who has not had this experience. Life's artist in this illustration brings back to thousands happy memories of boyhood days.

The response from readers made the editors feel as though thousands had been waiting to see a drawing just such as this. The commendatory letters were indeed pleasing.

It was even more gratifying to note the signatures appended. They proved that people of importance still have time to appreciate "humor and sanity."

Reader interest such as this is valuable. It indicates that a similar response may be expected to advertising.

PARTIAL LIST OF NATIONAL ADVERTISERS USING LIFE IN 1925 WITH COMPREHENSIVE SCHEDULES:

Color

American Tobacco Company
Lucky Strike
Pall Mall
Atwater Kent
Beechnut Packing Co.
Cadillac Motor Car Company
Colgate & Company
The Crane Company
Fisk Tire Company
Ford Motor Company (Lincoln Division)
General Tobacco Company
B. F. Goodrich Rubber Co.
Holeproof Hosiery
Ipswich Mills
Keystone Watch Case Co.
Lambert Pharmacal Company
Parker Pen Company
Pierce Arrow Motor Car Co.
W. A. Sheaffer Pen Company
The Coca-Cola Company
White Rock Mineral Springs Company

Black and White

American Telephone & Telegraph Co.
Apollinaris Agency Company
Bauer & Black
Black, Starr & Frost
Brooks Bros.
Cunard Steamship Company
Coty, Inc.
Crichton & Company
Davey Tree Expert Company
Wm. Demuth & Company
A. R. Dick Company
W. L. Douglas Shoe Company
Dreicer & Company
Eastman Kodak Company
Fisher Body Corp.
The Forhan Company
French Line
General Electric Company
General Motors Corp.
General Tire & Rubber
Gorham Company
Alexander Hamilton Institute
Hart Schaffner & Marx
Hotels Statler Company
Houbigant
Hupp Motor Car Company
Robt. A. Johnston
Lehn & Fink
Liggett & Myers (Fatima)
Maillard's
Maxwell-Chrysler
Mohawk Rubber Company
Munsingwear Corp.
Nordyke & Marmon Company
Packard Motor Car Company
Palmolive
Pepsodent Company
Phillips-Jones Corp.
Phoenix Hosiery Co.
Reed Tobacco Company
Rubberset Company
Society of American Florists
U. S. Shipping Board
Van Ess Laboratories
Welch Grape Juice Co.
Wahl Company
Weyerhauser Forest Products
Wrigley's Gum
W. F. Young, Inc. (Absorbine, Jr.)

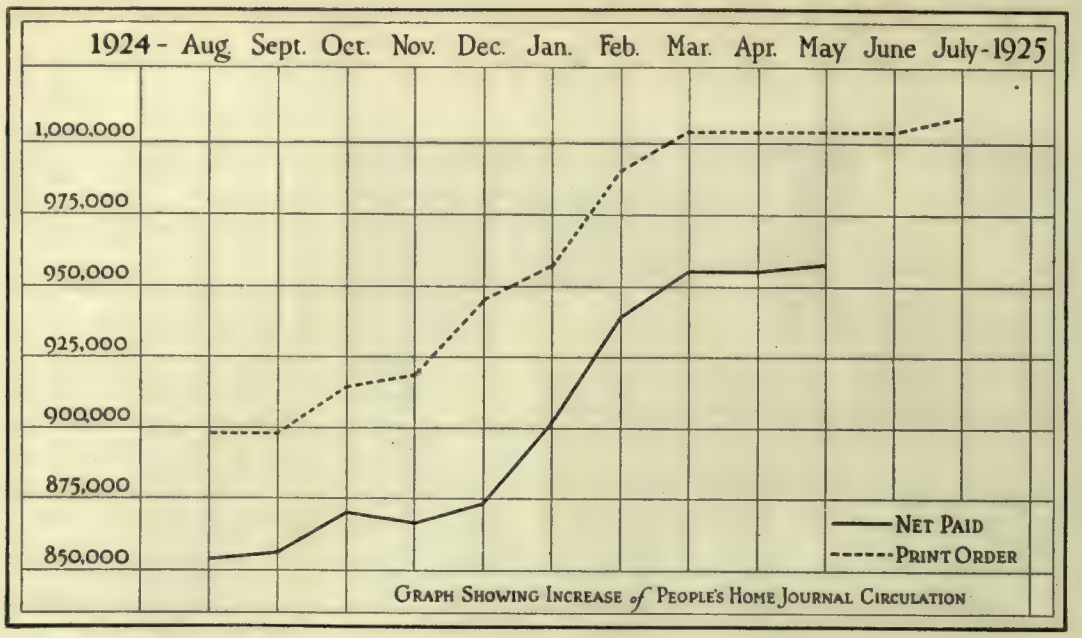
L i f e

127 Federal Street
BOSTON, MASS.

598 Madison Avenue
NEW YORK, N. Y.

360 N. Michigan Avenue
CHICAGO, ILL.

"THE BEST BUY IN THE CLASS FIELD!"



GRAPH SHOWING INCREASE of PEOPLE'S HOME JOURNAL CIRCULATION

950,000

NET PAID CIRCULATION

OVER

100,000

INCREASE

ADVERTISERS are NOW receiving 100,000 more circulation than last year without an increase in rate.

PEOPLE'S HOME JOURNAL

Why I recommend
MASON TIRES

Mason Tire Advertising

The manufacturers of Mason Tires pursue unswervingly one fundamental policy: To give to the public the twin advantages of riding comfort and long wear by producing a truly good tire and marketing it through reliable dealers.

Building so well and giving such sincere value, Mason naturally demands effective merchandising and advertising service—service of a character that will bring to Mason the success which quality merits.

Mason has entrusted its advertising to the Campbell-Ewald Company.

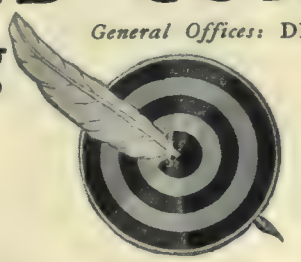
The Campbell-Ewald organization of 160 people, owned entirely by the men who operate it, with a volume of business placing it among the first ten agencies in the country, is at your service to handle large or small accounts. At any time, anywhere, we'll be glad to talk with you.

CAMPBELL - EWALD COMPANY

Advertising

General Offices: DETROIT, MICHIGAN

H. T. Ewald, *Pres.*
E. St. Elmo Lewis, *Vice-Pres.*
Guy C. Brown, *Vice-Pres. and Sec'y*
J. Fred Woodruff, *Treas. and Gen. Mgr.*



NEW YORK
CHICAGO
TORONTO
LOS ANGELES
SAN FRANCISCO

Advertising Well Directed

© C. E. Co., 1925

Designer Serial Is Book of the Year

Today—a best seller on two continents

America says:

England says:

"A real book . . . done by a master's hands. Sinclair Lewis . . . can stand among the great ones as a man with the divine gift".
WILLIAM ALLEN WHITE.

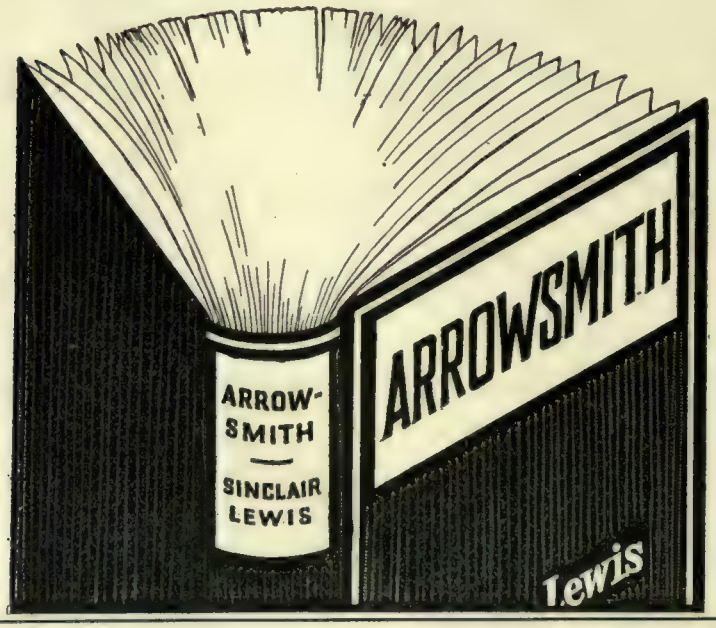
"Greater improvement on 'Babbitt' than 'Babbitt' was on 'Main Street'."
ATLANTIC MONTHLY.

"The book is an unending delight."
THE NEW STATESMAN.

"A stupendous performance."
MANCHESTER GUARDIAN.

"The best work he has yet given us . . . rich in understanding, brimming with fun."
LONDON TIMES.

Last year "Arrowsmith" was enjoyed by Designer readers as they are now enjoying next year's best-seller, "The Blind Goddess," by Arthur Train.



THE DELINEATOR and THE DESIGNER

(The Butterick Combination)

CHICAGO NEW YORK SAN FRANCISCO

Volume Five
Number Seven

Advertising & Selling
FORTNIGHTLY

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William R. Basset

Mr. Basset, as president of Miller, Franklin, Basset & Company, occupies a position in the foremost rank of industrial engineers. His lead article in this issue, "Trimming Sales Costs to Meet Today's Competition," is an admirable product of his years of experience and his broad study. It deals with what most manufacturers don't know about keeping down the selling costs of their products. "In selling," says Mr. Basset, "we are children still. What we don't know about selling would fill a book . . . In fact, we already have several hundred books which are filled with little but more or less educated guesses upon this subject." Who is to blame for the present high cost of selling? Lazy or inefficient salesmen? Or may the manufacturer himself be responsible?

M. C. ROBBINS, PUBLISHER
J. H. MOORE, *General Manager*
OFFICES: 9 EAST 38TH STREET, NEW YORK
Telephone: Caledonia 9770

NEW YORK: F. K. KRETSCHMAR, A. M. FRANKLIN
SAN FRANCISCO: W. A. DOUGLASS, 320 Market St. Garfield 2444
CHICAGO: JUSTIN F. BARBOUR, Peoples Gas Bldg.; Wabash 4000
NEW ORLEANS: H. H. MARSH, Mandeville, Louisiana
CLEVELAND: A. E. LINDQUIST, 405 Swetland Bldg.: Superior 1817
LONDON: 66 and 67 Shoe Lane, E. C. 4: Telephone Holborn 1900

Subscription Prices: U. S. A. $3.00 a year. Canada $3.50 a year. Foreign $4.00 a year. 15 cents a copy

Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising, Advertising News, Selling, The Business World, Trade Journal Advertiser* and *The Publishers Guide. Industrial Selling* absorbed 1925

Member Audit Bureau of Circulations and Associated Business Papers, Inc. Copyright, 1925

The following gains in advertising lineage reflect the judgment of the keenest space buyers in the business

	1924	*1925*	*GAIN*
March	28,602 lines	36,910 lines	8,308 lines
April	31,678 "	40,228 "	8,550 "
May	32,097 "	35,234 "	3,137 "
June	31,522 "	37,022 "	5,500 "
July	25,488 "	32,277 "	6,789 "
August	24,900 "	31,838 "	6,938 "
September	24,146 "	29,982 "	5,836 "

This publication is the only general magazine in the monthly field that has made steady gains this year

Hearst's International

Combined with

COSMOPOLITAN

JULY 29, 1925

Advertising & Selling
FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors: Robert R. Updegraff Marsh K. Powers Charles Austin Bates
Floyd W. Parsons Kenneth M. Goode G. Lynn Sumner Russell T. Gray
John Lee Mahin James M. Campbell Frank Hough, *Associate Editor*

Trimming Sales Costs to Meet Today's Competition

By William R. Basset

President, Miller, Franklin, Basset & Company

I KNOW at least a hundred representative manufacturers who, although they are selling far more goods than before the war, are doing well to break even—to say nothing of making a profit. They are operating at or close to capacity and most of them are getting more for their products than in 1913. Their factories are more efficient and the gross margin of profit on sales is normal, but still they can't make money.

So it seems that others beside the pampered ultimate consumer, who is ostensibly the pet of business economists, are bothered by the high cost of distribution.

Those who have delved more or less scientifically and thoroughly into distribution costs in the effort to find out what makes the high cost of living high have told us a lot of interesting things—some of which are so. They have told of high freight rates, of the delivery and credit services which we demand from the retailer, of superfluous brokers and jobbers who perform needless functions and, favorite criticism of all, they dilate on the extortionate profits these presumably piratical middlemen grab off for themselves.

It is my firm conviction that no element in business—whether middleman or endman—will long endure who does not render a service that is worth while. I have never run across a middleman who had such a strangle hold on, or who was so popular with, the trade that he could continue for long to exact tribute from the distributive process without furnishing a quid pro quo. Such services are necessary.

Courtesy Amer. Railway Express

OTHERS besides the ultimate consumer are bothered by the high cost of distribution. Those who have delved into the subject tell of high freight rates, retailer delivery and credit service, superfluous brokers and jobbers and piratical middlemen's profits. According to Mr. Basset, the costs that eat into the consumer's dollar may be laid largely to the manufacturer

The needless costs which eat into the consumer's dollar are largely the fault of the manufacturer, and for once at least, punishment is meted out to those who deserve it, for under present conditions of competition most manufacturers are unable to pass the excess cost along. As a result they are in a serious condition. More than one, unable to make a profit, has voluntarily liquidated, and I know of several others who contemplate the same drastic step.

It is not good for manufacturers to close up shop and quit even though it does not involve losses to creditors or stockholders. In the long run the consumer will suffer, for the withdrawal of concerns fro

production will, in the end, drive prices up in obedience to the law of supply and demand.

In the use of labor saving equipment and cost cutting methods of all sorts in the factory, American manufacturers are unexcelled. Production per man has vastly increased in the past few years.

But in selling we are children still. What we don't know about selling would fill a book. In fact, that hardly expresses the condition. What we don't know about selling already fills several hundred books, which from cover to cover contain little but more or less educated guesses on various phases of the subject.

The really tremendous advances we have made in reducing the wastes of time and material in manufacturing can be almost wholly credited to the analyses that capable men have made of cost figures. There was a time before costs were generally collected when manufacturing betterments—such as they were—were made as a result of some unusually capable foreman using his powers of observation and his intuition. But it is safe to say that most of the worth-while betterments in production have come from the intelligent study of manufacturing costs.

Right now I doubt if a half dozen concerns analyze their selling costs one one-hundredth as intelligently or effectively as they analyze their manufacturing costs. Most concerns, in fact, do not know that there is any way to determine selling costs other than to express them as a percentage of the total volume of sales. The method is wholly wrong and misleading and results in miserable blunders in selling policy which would not be made if the executives were not so blinded by the false information that they fail to use the common sense which they would use if they had no figures at all.

IT is amusing to see the blind faith with which otherwise shrewd men accept these percentage selling expense figures, in spite of the fact that the only use they can make of them is to find out that, as a rule, this year's percentage is higher than last year's.

Recently I met with a group of manufacturers in a certain industry to discuss some of their problems. They thought that their troubles were in production; I had an idea that their selling was at fault. So, as a starter, I asked each of them to write on a slip of paper his name and his cost of selling in per cent of sales for 1924.

The lowest figure was 17 per cent, the highest 29 per cent and the average of all 21 per cent. An interesting point was that not one stood at exactly the average figure—a fact on which an informative article could be based to show the uselessness of average figures in running a business.

These men were keen for help, so they permitted me, when necessary, to read out the names and figures.

To open the battle I asked the high man what use he made of the figure he had given as his cost of selling. With a pitying smile to his associates for my apparent ignorance he patiently explained that he used it as a control figure to make sure that his selling cost was kept down to a proper point.

"For twenty years I have watched selling costs," he explained. "While in recent years they have increased a little due to the increasing cost of everything, I do not permit any great increase in them."

"How do you know that 29 per cent is a proper figure for your business?" I asked. At this some of his associates did the smiling.

"Because it shows a reasonable stability from year to year. We use the best possible selling methods. Our salesmen are unusually able and our methods up to date."

[CONTINUED ON PAGE 38]

© Ewing Galloway

© Hamilton Maxwell

THE progress of our country has been built up by the use of labor-saving equipment and factory cost cutting. In this American manufacturers are unexcelled. But what we don't know about selling would fill a book. In fact, we already have several hundred books which contain only more or less educated guesses on various phases of the subject.

LIKE their brothers over the border, French-Canadian farmers are awake to the pocket-money possibilities of roadside sales. (*Left*) (*Center*) A fete day crowd in the city of Quebec is an interesting medley of tourists from all the world, soldiers, longrobed priests and excited natives. (*Right*) To scores of passing tourists it is Coca-Cola that is the "old chum." Typical scenes in "Normandy over the Border"

Normandy Over the Border

By Marsh K. Powers

FROM Jackman, Maine, on the centuries-old Augusta-Quebec highway, to Armstrong, Quebec, is only a matter of twenty-five miles and twice that many minutes. It is altogether easy, therefore, to assume that the sales-message which will prove acceptable for Maine consumption will also suffice for the county just next door, even though the latter happens to be over the line in the Dominion of Canada. "Canada's English, isn't it? Then why make any exception?"

Go across that line, however, study the painted signs that line the roadside, read the signs and posters on store fronts and in store windows both in the habitant villages and in the cities of Quebec and Montreal, and you will stumble upon an intesting truth—that it is only manufacturers from "the States" who entrust their advertising messages wholly to the English language.

Travel the length of the Province of Quebec and you will soon discover the reason.

Ask at a village restaurant for *ginger ale*. The proprietress, all smiles, will endeavor to force a *dejeuner* upon you. Seek a repair at the local garage—your English will not prove one-tenth so effective as the Esperanto of dumb-show and gestures. Visit a city store in Quebec beyond the narrow pathway to which tourist trade is confined—your English may serve you there but your sales-slip will be written in French. Draw up beside a traffic cop to ask a question of route—even he is very apt to shrug his shoulders helplessly at your slowest and simplest American.

THE plain business truth of it is this—that, though there is a considerable leaven of English in its larger centers, the Province of Quebec is persistently and tenaciously French—the bulk of its population contentedly impervious to more than two centuries of the Anglicizing influence of its neighbors.

The result is that the advertiser faces a double-barrelled task when he starts to cultivate this market through the printed word. In one group of his prospects are the English-speaking inhabitants and traveling public—the latter a noteworthy market by themselves—in the other the French-Canadians, of farm, forest, village and city, a people apart, proud of their lineage and emphasizing their separation by continually referring to themselves as *"the French-Canadian race."* Not to employ French in advertising to these people thus takes on the aspect of a gratuitous slur.

Assistant Trade Commissioner Walker J. Donnelly, Montreal, not only urges the use of catalogs and other literature in French but advises that the colloquial French characteristic of the province be employed.

Nevertheless, if you will go down into the wholly French sections of, for instance, the city of Quebec, you will find elaborately designed posters carrying sales-messages phrased in

[CONTINUED ON PAGE 45]

The Charge Against the Department Store

A Manufacturer Indicts the Department Store for Questionable Business Practices

ARE the average department store buying practices and standards unsound, wasteful and below even the ordinary standards of business integrity?

This is the question being raised and argued frankly by a surprisingly large number of manufacturers and even by some thoughtful department store owners themselves. The subject has been simmering for a long time. In the last few years it has several times come to a boil, and it is certain to pop over with a loud noise unless the needed reforms are made in this broad field.

Is This Indictment True?

THE abuses cited by the writer of this article constitute the basics of a controversy of long standing. The FORTNIGHTLY feels that the time is ripe to bring the matter into the open for free discussion in the interests of all concerned. Realizing that the subject is a controversial one and that the accompanying presentation tends to be one-sided, we will welcome any replies or rebuttals which may be submitted. It is our belief that no business publication can serve the best interests of its clientele by covering up the sore spots of the trade and bursting into meaningless platitudes upon the first intimation of the existence of such a sore spot. Therefore, we submit this article at whatever value it may have in the hope that, provided any deep-seated trouble exists in this case, it may be brought into the open and cleared up in the shortest possible order by better mutual understanding.

It came to a boil recently in a group of New York sales managers. The sales head of an article of high national standing stood up and in a sober, restrained mood painted the picture. When he had finished, his fellow sales managers talked on for hours after regular closing time. They were unanimous in their opinion, and to a man had experienced the same thing. While some believed retail stores generally had some of the evils attributed to department stores, the opinion prevailed that the department stores were infinitely the more backward.

What, in principle, is the indictment against department store buying practice? There is not one but there are at least five indictments, which can be summarized as follows (bearing in mind that possibly one-quarter of department stores—though not all the largest and best known ones—do not fall under these indictments):

(1) The average department store buyer is so keen after job lots, "distress merchandise" and "close outs" that he (or she) has learned little or nothing of cooperation with manufacturers of good standard merchandise, and does not seem to want to learn. This is an economic waste and a vulture-like attitude which is subversive of sound business. It raises the question of whether a department store is to be regarded by manufacturers of good standing as a mere rummage sale store where the "cats and dogs" of merchandise, the obsolete goods, the seconds, the remainders, the forced sale and odd lot goods of factories are to be sold; or whether a department store means to be regarded as a distributor of goods with a known value, backed by the reputable, "going" manufacturers who form the mainstay of the American industrial world; in other words, the responsible men of the country.

(2) The average department store buyer has no regard for his word and not the slightest courtesy or care for the time of sales representatives who call on him. He (or she) has built up a system and a hard shell which actually wards off profitable business possibilities, wreaking an injustice and a loss upon the store, the buyer and the manufacturer involved.

(3) Far too many department store buyers have little or no knowledge of sound fundamental principles of buying, such as placing orders far enough in advance to equalize production activity. A large proportion of buying is done in the fall months, resulting in serious mill congestion, overtime error, confusion, higher prices and disappointment.

(4) Store buyers are continually endeavoring to use their buying strength on smaller manufacturers to force unbusinesslike, off-standard, unjust terms, and using devious, irritating, often dishonest methods to accomplish their ends and force manufacturers to bear the capital burden properly belonging to the store.

(5) An unexpectedly large number of department store buyers demand just plain bribery and graft, in one form or another.

What is there to substantiate such indictments?

There is the fairly universal complaint of manufacturers. Let us listen to the tale of a very responsible, moderate and business-like man, who for twenty years has been selling an article (not clothing) largely to department stores.

"I got my first cold douse of department store buyer's treatment years ago when I made an appointment with the buyer, carefully laid out my goods in the sample room, and waited long past the hour for the buyer. At last he came in, walked at a good pace around the tables, ignored me and walked out of the room toward the elevator without a word. Aghast, I followed him out and accosted him. He replied that the line was the same as

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The Cub Salesman as a Sleuth

By Potter Hanford

PROBABLY the greatest value of the junior salesman lies in his usefulness in making the sales approach. Since it does not vitally affect the immediate state of his pocketbook, the cold canvass does not have the deadening effect on the junior that it generally has upon the veteran. One manufacturer states that his junior salesmen are able to arrange for an average of four demonstrations a day, whereas a high-priced man, working alone, is inclined to concentrate upon the actual selling and neglect the detail work of cultivating the potential market

SOME day a figure-frenzied statistician will publish an eye-arresting chart proving that of the 548,329 young men graduates pouring out of colleges, normal schools, public and private high schools, 17 per cent enter the bond business, 23 per cent learn to sell insurance, 34 per cent become mere salesmen and the balance enter the business world gleefully as junior salesmen. Proving that the chief end of education is salesmanship.

The problem of the new salesman is, however, not merely one of psycholoanalyzing the recent male graduate to prove that he has the intelligence of a boy of nine plus the pugnacity of a bull-pup and the personality of a Will Rogers. Nevertheless, the ranks of senior salesmen must be kept full, and many business houses find that this is best accomplished and with the least degree of waste of material, human and otherwise, by junior salesmen.

One student of the question has, after an eight year analysis of many and varied lines of business, placed the mortality figure of young salesmen within two years of their entrance into the field, at from 75 per cent to 95 per cent, and the expense of training anywhere from $200 to $2,000.

However, every newcomer in the sales field is not of that special class known as a junior salesman. A junior salesman may remain a junior for from six months to three or more years. There are many firms which, after a brief period of training, can, without too great waste, send forth its new men as regular salesmen. The amount of wastage they will have to charge against their books depends largely upon their skill in selection and method and thoroughness in training before actual saleswork is done. There are, too, many businesses which are not fitted or whose product does not lend itself readily to the employing of junior salesmen.

JUNIOR salesmen may be engaged by the home office, trained there and then assigned to a senior salesman, or they may be left entirely to the senior salesman. The tendency among the better business houses, however, is toward a thorough training at the home factory and office and a happy combination of senior salesman, territory and the new man's own personality and ambitions, as far as this is possible.

This training at the main plant consists of actual schooling in salesmanship, based on talks by successful senior salesmen and officers, class demonstrations in which the student takes an active part and factory inspection, sometimes factory tasks. It may last anywhere from two weeks to six months, depending largely upon the type of product and the specific market it must fill.

There are three main questions which a manufacturer may well ask himself when considering the advantages or disadvantages of junior salesmen. First: Is his market completely covered by the salesmen? Is it in any sense underdeveloped? Second: Is his product demonstratable? Does it lend itself to sales propaganda prior to actual sale? Third: Are his senior salesmen capable and willing to work with juniors with the idea of training them, not of just having some one to oil the wheels of personal sales?

It is amazing how many manufacturers hobble along on an underdeveloped market, how skeptical they remain regarding the truths which a scientific analysis brings to light. Few, indeed, really endeavor to analyze consumption possibilities with an effort to know the whole bitter truth. Sometimes it is because of a genuine hesitancy to scan too closely the territory of senior salesmen who are getting excellent business and who may be quick to take offense. No one wants to upset happy relationships that are already profitable unless there is more or less certainty of greater profits for manufacturer and salesman alike.

A certain hardware concern was brought face to face with a difficult problem. With regret it saw one of

its best senior salesmen, refusing either to divide his territory or to take on a junior salesman, snap out of the office and sign up with a competitor for the same territory. However, the old salesman was, at heart, "sold" on the products of his former employer, and a few months later he returned and asked to have his territory back again, agreeing to accept a junior if the firm would guarantee his expenses.

He received the junior and in the first month he doubled his business. In less than three months he had assumed full responsibility for the junior salesman's salary and was doing more business and netting himself greater profits than ever before.

Probably the greatest value of the junior salesman lies in his usefulness in making the sales approach. One manufacturer uses its junior men entirely to dig up prospects. Usually it is a cold canvass, that discouraging phase of selling which takes the heart out of most salesmen. Since it does not vitally affect the immediate state of his pocketbook, it does not have the same deadening effect on the junior. It is a house-to-house, store-to-store, office-to-office canvass wherein the junior salesman endeavors to arrange a demonstration of the product by his senior. It is never a sale, and no selling argument is presented. This manufacturer states that his junior salesmen are able to average four agreements for demonstrations a day. Working without the junior, the senior salesman rarely equals that number when it has been a question of a sale as well as securing a demonstration. His high-priced men are able, thus, to give their entire attention to the selling end and are relieved of a multitude of detail work which

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Picturize Your Letters!

Dictated by WBR/S

A ROUGH-AND-READY type of sales manager who has earned an enviable reputation for being able to save traveling expenses by closing sales by correspondence, once initiated me into the mystery of his art.

This man sold machinery, and I had asked him how he managed to sell so many machines to companies in the Far West where his concern traveled no salesmen.

"There are two reasons," he said. "One of them is, of course, that our competitors do not travel men in this distant territory, either, so I'm not competing by mail with persuasive personal salesmanship. The other is that I've discovered how to 'picturize' letters in a way that makes sales."

"What do you mean by the term —'picturize'?" I asked.

He reached into the outgoing mail tray on his desk and lifted out a letter.

"This," he said, detaching a page torn from the firm's catalog.

While I examined it he went on talking. "I used to try to explain our machines and their operating advantages in my sales letters," he said. "The result was three and four-page-letters that were so involved that sometimes I had hard work following the arguments through myself when I read them over.

"Well, one day I had to catch a train, and as I was to be gone several days it was essential that I get all my correspondence off before I left, which meant doing nearly an hour's fast dictating. As luck would have it, my secretary was home ill that day and there wasn't another girl in the office who could stand up against my rapid fire; and besides, they weren't familiar with the technical jargon of the various industries using our machines.

"In desperation I dictated a note to the inquiry on the top of the pile in which I quoted the price and then went on to say something to the effect that on a catalog picture of the machine which I was inclosing they would find some special notations.

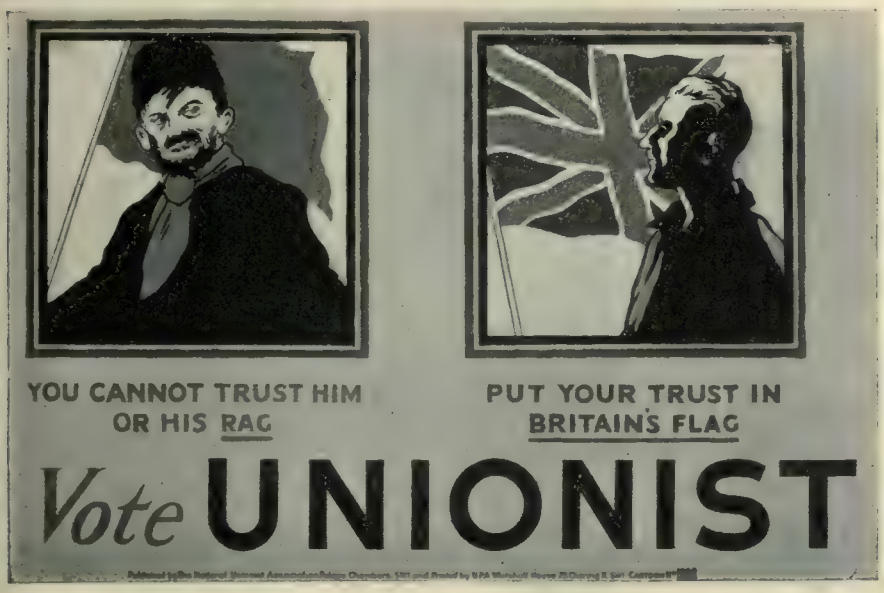
"I thereupon doctored up that picture with red arrows pointing to every outstanding feature or advantage of the machine, and in the margin wrote brief explanations, also in red.

"This seemed such an easy way of getting my mail taken care of in the emergency that I went right through the whole basket of it, dictating short, non-technical notes and scrawling red ink notes on illustrations to be attached to them.

"Several weeks later I was interested to note that we had secured several orders from concerns to whom these letters with red-inked pictures had been sent. I grew interested and investigated further, and found that the number of orders received from that morning's batch of letters was above the average of our returns from inquiries handled in the normal way, which had been to write a long letter and send a catalog separately. Since then I've always made it a point to send a picture along with a letter whenever possible and to do as much selling as I can right on that picture. Of course, I send a catalog separately at the same time, if it seems advisable, but I want a picture to arrive in the envelope with the letter, and be a real part of the letter. It 'picturizes' the letter, as I said before."

The picture magic which this sales manager stumbled upon will prove a real discovery to many others who face the problem of selling by mail, whether they sell machinery or merchandise or ideas. There is something about a penned or penciled notation on a picture, or on the proof of an advertisement, attached to a letter, that commands an unusual degree of attention and consideration. Sometimes the mere circling of a paragraph on the proof of an advertisement will make a stronger impression than a whole page of typewritten text on a letterhead; or an arrow pointing to the differentiating feature on a picture of a product, with a marginal note giving the reader a quick grasp of what the feature means in results or benefits, will stimulate the buying impulse to an extent that no amount of typewritten reasoning or coaxing would do.

Sales are not made with words, anyway. They are made with facts, impressions, ideas. The more quickly and effectually these can be flashed to the prospect's mind, the surer the sale—or the desired response or action, whatever it may be. "Picturizing" speeds up a letter because pictures talk faster than text, and they express facts and ideas and impressions in a way that even a master letter writer can hardly put in words.



POSTERS were particularly necessary previous to the last general election in England because there was no time allowed for personal canvassing of constituencies. Those reproduced here are typical of the Tory campaign, centering around the Bolshevist situation

Political Posters Swing Britain's Vote

By Clarence B. Lovell

WHEN Premier MacDonald's Labor Government crashed after nine months of power, political England was thrown into a ferment. Tories and Liberals united in passing a demand for an official investigation and prosecution of James Campbell, editor of the *Communist Workers Weekly,* who was accused of inciting soldiers to mutiny. The opposition charged political pressure. The following day, King George dissolved the British Parliament after it had passed the Irish Boundary Bill and general elections were set for three weeks later.

We in America, removed from the political dissensions, have but little conception of the hectic three weeks that followed. Communist propaganda had been insidiously sweeping England during all of the days of Labor rule and an alleged letter by Zinovieff, calling for the organization of a Red Army, had spread a specter over all of England. The British Foreign Office protested to Soviet Russia and then began the famous poster campaign.

Probably no greater deluge of posters and pamphlets was ever prepared in such haste in all the lithographing and printing shops of a nation to meet such a sudden emergency. The Conservative headquarters in a few days' time sent out twenty tons; the Labor Party almost over night sent forty million pamphlets and fly-sheets the length and breadth of the land.

POSTERS were particularly essential owing to the fact that few voters would even go near the soap box orators as they had in former times when the Labor Party used this method to swing the votes. There was no time for personal canvassing in constituencies, which in cases ran as high as forty thousand voters.

The marvel of the poster campaign was the speed with which ideas originated, the little time required by artists graphically to portray the sense of the situation, the almost miraculous speed with which one-sheet posters passed through the lithographing plants.

The Conservatives, determined to strike a body blow at Labor, selected two posters, reproducing in gravure copyrighted works of art—one the famous picture by Hubert Herkomer, Royal Academician, of "The Worker on Strike," beneath which they emblazoned the words "The Socialists Promised Me Work, I've Not Got It." The other, the painting by Harold Speed, of "The Old Dock Laborer," glancing up from the Labor newspaper saying "Socialists haven't done anything for me."

The Tories believed their method of attack should center on the Bolshevist-Communist situation, and probably never in all the history of art has such hatred been shown against the type as was breathed into the poster designs denouncing the Russians. Were it not for the venom displayed in the drawings and were it not for the intense situation, these posters would have been caricatures.

One design pictured the return of a typical "Red" on his way home to his native Russia with a sack of currency on his back and bundles of

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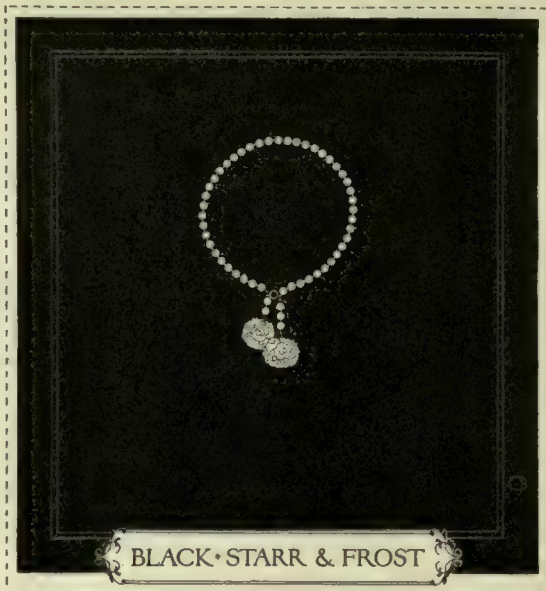
BLACK·STARR & FROST

Just at Chippendale and Sheraton drew upon the Chinese for a touch of exotic grace in furniture design, the modern creator of vanity cases finds inspiration in the Chinese spirit for form and color.

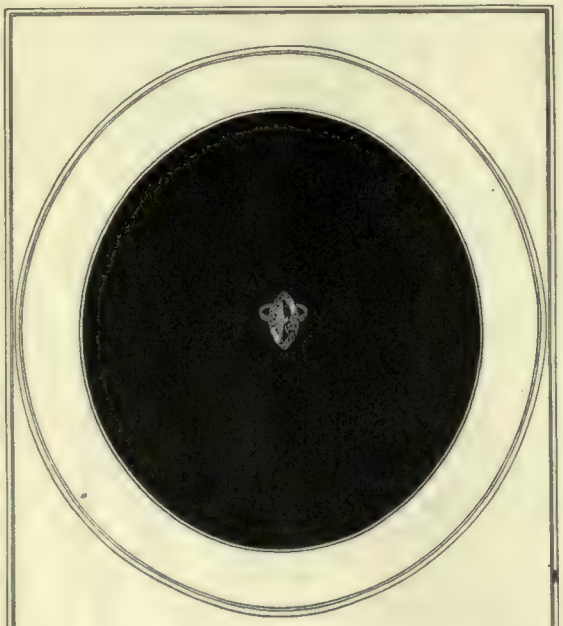
JEWELERS FOR 115 YEARS
FIFTH AVENUE · CORNER 48TH STREET NEW YORK



BLACK·STARR & FROST

Not every jewel meets the requirements of a variety of occasions. But pearls have the recommendation of being equally suitable for the sports costume and evening. A pearl bracelet with carved pendants of delicate pink coral is an especial favorite.

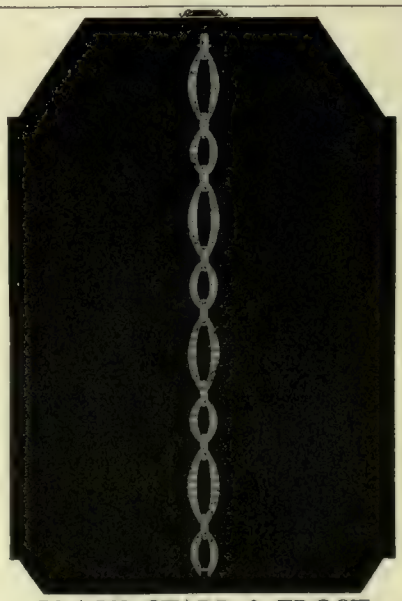
JEWELERS FOR 115 YEARS
FIFTH AVENUE CORNER 48TH STREET NEW YORK



BLACK·STARR & FROST

The Marquise · · · · a graceful form of diamond cutting peculiarly adapted for a ring.

JEWELERS FOR 115 YEARS
FIFTH AVENUE · CORNER 48TH STREET NEW YORK



BLACK·STARR & FROST

The Slave Bracelet · An adaptation of this smart link bracelet to a diamond and platinum setting

JEWELERS FOR 115 YEARS
FIFTH AVENUE · CORNER 48TH STREET · NEW YORK

NOT so very long ago it was a tradition in advertising chatter that no high-class jeweler dared advertise otherwise than by a plain "card" like Tiffany's; the fear-corollary to this theorem was that only Tiffany could advertise as Tiffany did. Whereupon Messrs. Earnest Elmo Calkins and René Clarke went and proved different. Black Starr and Frost's campaign is as startling in its simplicity as a diamond against onyx; there isn't the faintest suggestion of any other jeweler about it; and it casually destroys another lovable old bogie

What Are a Publication's Rights to Censorship?

By William E. Cameron

MAYBE there have been times when you could have thought of a dozen ways of disposing of the publication censor. Most likely your inventive genius found play after closing date and so near to press day that you had no time for changes of questioned statements. The piece had been approved by the client, who affirmed that every word was true—and wished that English were a stronger medium of expression for his matchless product.

But you phone him or wire him and accept the ultimatum of the autocrat of revision, with the advertisers' reluctant consent. "Blah!" says the writer, likewise the account-executive, ditto the whole office, and follows a long and indignant letter which starts a more or less prolonged and pointed discussion. If you are opulent and a stickler for a principle, the insertion is passed to the benefit of none of those concerned.

Let no one think that any publisher finds joy in watching, say five thousand dollars for a page, go sailing into the limbo of figures in the red column. He has due respect for such bulk of cash. But the sincere and ethical proprietor does lose profits willingly in many cases in which to him there is justification for such procedure.

His attitude is based upon the idea that his first responsibility is to the subscribers and readers of his periodical and that its functions are editorial, fundamentally, and not commercial. His stock in trade is his monthly or weekly or daily following which buys his wares because the editorial content is to their liking. Because this following reads habitually, says he, it is good working material for the advertiser, and he rents space in it for a consideration. He contends that those readers rely upon his publication because it is entertaining, instructive, informative and helpful generally—and that the public expects the advertising in his columns to bear the same measure of probity as appears in his editorial. He declares that he sells influence only—not white space—and he claims the right to maintain his advertising statement on a par with his letter-press. So the censor works assiduously. He questions all statements which exaggerate the properties of commodities—particularly claims of medicinal virtues in foods, drinks and toilet preparations. He objects to a grain of truth magnified into proportions which are made major talking points because they are good selling stuff.

HERE is a case in point: A syrup manufacturer insisted upon including in his announcements that a quart of his product contained as much bodily nourishment as do three pounds of beef. Said the censor, "Ridiculous! Anyone who knows anything at all about the chemistry of foods can tear that claim into shreds in five minutes. It must come out of the text." It did.

There are some publications which guarantee the advertisements which appear in them, going so far as to offer reimbursement to any consumer who feels that he has been made the victim of misrepresentation. And there are publishing concerns which state that they have paid out thousands of dollars in the keeping of their promises to the reader. Despite eternal vigilance, people and concerns of this ilk manage to get into good company—often because they pay their bills on the moment.

But the censor is concerned mostly with over-enthusiasm in copy and with getting it made acceptable. He deals with many people who are sure that he is over-zealous and a hair-splitter into the bargain. He is first of all a diplomat; bland, mild in conversation and in his letters. He says he is the most disliked individual in the advertising world, for he is damned within his own organization by the solicitor on the account, and by agency and manufacturer as well. He maintains that he is the only person concerned who can't run to cover.

Agency representatives tell him over the telephone and in letters that censorship is the bunk; that it sounds good and looks well in print, but that it is a hoax more or less, as a matter of fact. He retorts by pointing out specific cases in which exclusion from his pages has been maintained for years because his publication cannot accept copy run generally in others.

On the other hand, the agency man tells him that if the paper cannot be reasonable from the clients' point of view it has no right to solicit the business; that space is a common advertising commodity and subject to the practices of every day selling. He says that if it were not for the advertiser, the publication couldn't exist unless its owner was a complete philanthropist. All of which is tantamount to the never answered question of the priority of the hen or the egg.

MUCH discussion arises out of what the paper claims is deliberate assault by one advertiser against another, for all users of space look alike to the censor who is bound that there shall be no discrimination.

So the battle rages. The advertiser and the agent spend huge sums in developing advertising ideas which are really profound. They want representation in good publications. And all publications want business. Some want it only if it comes to them in their own form of prescription. There are others still existing which sell white space only and say so frankly. One publication says that a thousand handbills constitute white space, but that its influence is the force which determines buying by its readers in every corner of the land. If one periodical is right about this, others of its quality must be right too, it would seem. Can such papers go too far in their attitude of proprietorship of readers? Is it a reasonable attitude, generally, or an unreasonable one? Is it a policy that is working out for the greatest good of the greatest number advertisingly? Should the censor be hanged or not?

A Literary Man Looks at Advertising

[A first hand report by a distinguished journalist and critic, who entered a modern advertising agency, and was surprised by the clothes, the customs and the competence of the men he found there]

By Robert Cortes Holliday

ADVERTISING and the advertising men, it's quite the fashion of the intelligentsia to slam them. Distinguished novelists and beloved colyumnists get a great hand right along by making game of the advertising business. There's "Bunk" by W. E. Woodward. Wallace Irwin, in the best novel of his career, "Lew Tyler's Wives," has a lot of fun with an agency. Lew's sensitive wife is horrified by the crass and awful place. Grant Overton, in his carefully wrought novel "Island of the Innocent," showed readers around the low-lived works in an advertising house. Aldous Huxley takes a deliciously sophisticated fall out of advertising in his novel "Antic Hay." And there are others all over.

And so? Well, friends who met the journalist who writes this report and asked him: "How do you like the advertising business?" doubtless expected some such jolly reply as this: "Oh boy, it's where the money is. But holy cat, what hokum!" Instead, it is here to be reported that he said he found the whole thing exceedingly interesting. More, he thought the advertising business very good for the character. He got a laugh from his friends at this point, but it was obvious that he really was in earnest.

Robert Cortes Holliday

Author of: "Booth Tarkington," 1918; "Walking-Stick Papers," 1918; "Joyce Kilmer, a Memoir," 1918; "Peeps at People," 1919; "Broome Street Straws," 1919; "Men and Books and Cities," 1920; "Turns About Town," 1921; "A Chat About Samuel Merwin," 1921; "In the Neighborhood of Murray Hill," 1922; "The Business of Writing," 1922; "Literary Lanes and Other Byways," 1925.

How he got into the business does not matter. He was perhaps bringing to it a high-ideals complex. He was, after all, in fiber an artist; his nature craved, above everything else, excellence in any product of endeavor. He counted not the cost. And from this point of view, what more horrible thing could anybody get into than advertising?

Our friend was hardly prepared for what he found there; he was startled, astonished, right off the bat, by the body of ethical standards which he discovered had been erected among the leaders in this business. Did he run into a bunch of slick crooks? A loud, crash, flashy, over-dressed crew? (That's the way they sound in the books.) Did he join one of a lot of cut-throat rival concerns?

His colleagues in the agency were, indeed, more handsomely dressed than, he recalled, he'd usually found journalists to be. They were habitually better dressed, for instance, than Morley, Don Marquis, or (good heavens!) Heywood Broun. If one wanted to be stern, one could say that these advertising men were immaculate. Probably there is point in *looking* successful, outside of the traditional arts and the peerage. I remember in London a figure being pointed out to me as the worst-dressed duke in England. But the clothes of these advertising men were not so audible that you couldn't see their faces. Indeed, the visibility of their garments was not so high as in the case of, say, A. Edward Newton, nor—certainly not—Joe Hergesheimer. And their faces, mostly youthful, struck him generally as countenances of earnestness and dignity, not infrequently of exceptional character, and in some cases even of pronounced distinction.

Another thing. This journalist had fancied that the advertising business consisted of advertising, and had supposed that his own par-

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THE · EDITORIAL · PAGE

"Make It Easy to Buy"

NO sales manager of a product that is sold to the general public has completed his job when he has disposed of a large volume of his firm's product or commodity. As a matter of fact the actual sale of goods to distributors is not in itself necessarily good sales management. There remain the important factors of buying ease and accessibility to the public. It is an old axiom, but one that needs repetition: *Thoroughly to sell goods is to make them easy to buy.*

Making a product easy to buy is more than a matter of getting it into many stores—more than a problem of geography of distribution. It involves, for one thing, providing the range of sizes or units that will serve the public's needs and that the various classes of trade can conveniently pay for; it involves identifying it or individualizing it by means of shape or design or color of the container, or of the product itself, so that it is easy to see and recognize; it involves in some cases display racks or fixtures or cabinets; it often involves window and counter display materials; and generally it involves notice to the public of where the product may be bought—notice in the form of advertisements.

Too often sales plans are made on the basis of: "How shall we sell more of our product?" when if the question were turned around and put "How can we make it easier for people to buy our product?" much more intelligent and effective methods, materials and devices might be developed.

The 1925 "Livery Stable"

IT is an interesting commentary on the almost universal familiarity with automobiles, as well as the simplicity and standardization of the motor car itself, that John Hertz, of taxicab fame, is bringing back the old livery stable idea of renting equipages. Just as in the old days one could rent a horse and surrey for the afternoon and drive it one's self, in certain cities one may now rent a car on the "Drivurself" plan. The only difference is that with the motor car the charge is based, not on the number of hours but on the mileage registered by the meter.

Misfit Advertising Accounts

THE president of a large company who has risen to a position of prominence stated recently that he owed his success to the fact that when he was twenty-five years old he had wakened to an important principle. Up to that time he had held several jobs but none with any particular credit except his first job after leaving school, which had suited his fancy. On his twenty-fifth birthday he resolved never again to try to make himself over to fit any job; that he would never take a job in the future that did not fit him.

"I decided that I had certain talents and certain inclinations," said this executive, "and that if I capitalized them I could make better progress because I would have natural aptitude as a foundation and spontaneous personal interest as a spur. Whereas, if I took a job that required that I make myself over in any important respect, just because it was offered to me and it carried a good salary, I would be doing both myself and the job an injustice. Since then I have turned down three big jobs that were mighty tempting as to salary, but that did not conform to my principle; and today, in a job that fits me to a T and that I am very keen about I am getting twice as big an income as any of these three jobs would have developed."

We wonder if advertising agency service would not show a marked increase in effectiveness if more agencies would follow out this principle and take only those accounts that really fit them, instead of taking on accounts so far afield that their only spontaneous interest is in the billing.

Business Paper Advertisements Eligible

IT will be welcome news to many that this year advertisements in business publications will be eligible for the Harvard Advertising Awards. Last year advertisements in magazines and newspapers only were considered because of the many details in establishing rules and standards of judging copy submitted. As time progresses, we hope the board of judges will find it possible to include posters, streetcar cards and other form of advertising in this competition which is aimed to raise the standards and increase the effectiveness of all advertising.

The Proof of the Advertising Pudding

IT is a policy of this publication not to rush into print with stories of new advertising campaigns as soon as they appear on the horizon, for the reason that little of practical value can be said about them until they have been put to the test.

Often in following up some of these promising campaigns several months or a year later, we find that our caution is justified, for altogether too often we learn that the campaign that was launched in great enthusiasm flattens out shortly and is abandoned. The copy was wonderful and the art work superb; but somehow it lacked that earnest, effectual something that makes sales.

As the old saying goes, "the proof of the pudding is in the eating." We aim to serve pudding containing real nourishment, and so rather than be too hasty in publication, we intentionally wait in most cases until the pudding has cooled a bit.

A Mailing List Statistic

NOT to open up the old controversy, but as a matter of interest in connection with mailing lists, we pass along this piece of information vouchsafed to us recently by a student of direct-by-mail advertising: thirty-seven per cent of advertising men change their jobs each year.

If this figure be accurate, it means that mailing lists of advertising men should be carefully revised frequently.

The Need for More Frankness in Client Relationship

By Arthur Royce MacDonald

PICTURE a doctor telling his patient that if he doesn't like castor oil he can just as well take lemonade and accomplish the same results; or a lawyer advising a client that if he doesn't particularly relish the defense he has been forced to establish to prove his innocence, that there are a lot of nice ones in the law library and that he can take his pick.

Advertising practice should be as ethical as law or medicine, and if the agency is worth two hoots and 15 per cent, it should be sure of itself and what it recommends and be willing to battle for its plan or the component parts thereof. If not, the agency has no grounds for existence, except perhaps as a space-placing, art supervising, plate-buying adjunct to a manufacturer's advertising department.

In my mind the only basis for client relationship from the agency standpoint is one of absolute frankness. If we could only make a dollar by being bitterly honest at all times there would be more letters written like the following, enclosing a polite withdrawal from the account:

"Dear Mr. ——:

Where mutual confidence does not exist, advertising agency service is neither pleasant for the one nor profitable for the other. The moment doubt or suspicion enters into an arrangement between agency and advertiser, that moment one of the parties concerned should gracefully step out.

We regret that it has been necessary for us to dictate the attached letter to your advertising department. Our regret is greater because we feel that we have failed to promote that harmony which would make our association profitable to both parties concerned. However, we can think of nothing that we have left undone in this regard, and cannot help but hold that the trouble in this case is that we did too much.

We enclose a copy of our letter of withdrawal that you may have access to certain recommendations and suggestions made therein. We suggest that your account be placed direct and that all work in connection therewith be handled by your own advertising department until such time as it becomes reconciled to the agency system of operation and finds an organization in which it can place explicit confidence.

Assuring you of our continued good will, and thanking you for your own personal confidences in us and our methods, we are—"

Arthur Royce MacDonald
Secretary, Lamport-MacDonald Company

It isn't any disgrace to lose an account. It may be slightly hard on the pocketbook, but what pleasure or real profit is there in "uneasy money"? When mutual confidence walks out of the conference room door, the account should be in its wake. When the agency finds it impossible to lay its cards face up on the client's desk, or when the advertiser has positive evidence that the agency is playing with a marked deck, it's time to write *finis* with a bold hand.

WHY beat around the bush about it? Why fear a show-down? Why so much palaver, kow-towing and subservience? Why not call a spade a damned shovel once in a while and prove each other's metal with fire? Whether client or agency, if there is a relationship between two organizations it should be on the branch office idea, where the agency can speak of the concern he serves as "we," and of its products as "ours."

That situation existing, why can't we respect and be respected? If we have a fault to find, why can't we voice it out in meeting without fearing dismissal? If we possess a fault, why can't it be put up to us in plain words face to face instead of in carefully phrased missives which deny the right of defense? And why aren't we at home in the president's office if we have business that concerns him as we are supposed to be in the office of his advertising or sales manager?

There's too much pussy-footing and cautious and diplomatic selling of ideas in this business of advertising. There are too many yes-sir men on both sides of the conference table. There are good intentions aplenty, back there in the respective conference rooms, but they slip into place in the pavements of Hades over the skids of fear that frankness may cost the account.

A manufacturer must not expect too much of his agency. It is a human sort of an aide to the successful conduct of his business. Neither must he give it credit for too little. Responsibility and a right to represent and voice it is the making of the advertising organization, just as it is in the case of the individual.

If I were on the other side of the conference table today, I would want my agency thinking of me only as the kind of employer who knows his own business and is willing to give his associates credit for knowing theirs; who appreciates the fact that his agency is in business to make the same measure of profit he seeks and is entitled to it; who realizes that there is a valuable outside viewpoint and a difference of opinion for both of which one should have a large degree of respect.

On the other hand, I would want every member of my agency to feel that I had full confidence in him or her and that when that time came when that confidence was wavering, I would go direct with my protest,

[CONTINUED ON PAGE 65]

BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn
INCORPORATED

An advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
W. R. Baker, jr.
Frank Baldwin
Bruce Barton
Robert Barton
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
Arthur Cobb, jr.
E. H. Coffey, jr.
Francis Corcoran
Margaret Crane
Thoreau Cronyn
Webster David
C. L. Davis
Rowland Davis
W. J. Delany
W. J. Donlan
Ernest Donohue
B. C. Duffy
Roy S. Durstine
G. G. Flory
R. C. Gellert
Geo. F. Gouge
Gilson B. Gray
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Clara S. Hawkins
P. M. Hollister
F. G. Hubbard
S. P. Irvin
Henry S. Jones
Charles D. Kaiser
Dorothy Kenney
R. N. King
D. P. Kingston
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
Harford Powel, jr.
T. Arnold Rau
R. C. Shaw
Winfield Shiras
Irene Smith
H. B. Stearns
John C. Sterling
J. Burton Stevens
William M. Strong
D. B. Wheeler
C. S. Woolley

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

What Will Be the Newspaper's Next Move?

Has the Advertiser Kept Pace?

By Andrew L. Carmical

Director of Promotion, *Chicago Evening American*

I READ with great interest in the July 1 issue of ADVERTISING AND SELLING FORTNIGHTLY the article entitled "What Will Be the Newspaper's Next Move?" by Mr. Charles W. Mears. While he discussed with keen understanding certain matters that publishers should consider carefully, he did not, in my opinion, go as deeply into other important phases of the present day newspaper situation as the opportunity offered.

Mr. Mears states that steps must be taken to improve the appearance of advertisements appearing in the newspapers. He objects, and rightfully so, to the constant use by certain types of advertisers of those offensive "stud horse" presentations of cut-rate merchandise which makes competition difficult for the better class of retailer.

I know of many newspapers that are now attempting to solve this problem. Some of them have established separate composing rooms, aside from the regular newspaper plant, where special type faces and borders are available to advertisers interested in better typography. Publishers and advertising directors are urging upon their salesmen the importance of cooperating with the advertiser to the end that his copy may be more attractively displayed.

It is hard to believe, however, that the physical appearance of an advertisement is responsible to such a degree for Mr. Mears' statement that newspaper advertising is not producing returns as readily as in past years. Go back over the files of a newspaper for several years; study the advertisements closely and I think you will find the answer.

Newspaper advertising, particularly department store advertising, has changed very little since 1914. The advertiser may be using bigger space but I refer to the physical appearance of his sales message. The general make-up of a department store page advertisement of today is just about the same as it was ten years ago. The same border, the same type face, the same method of presenting the "big feature," then following it up with numerous smaller items.

Now the tempo of life has increased materially since the war. This is an age of action. We want things and we want them quickly. We want things visualized for us. We like things that are vivid and spend no time on things that are dull and drab.

Every newspaper man knows the value of *action* headlines. Headlines make or break the value of a first page.

STRANGELY enough the advertising world taught the newspaper world the value of big headlines but there has been and still is a tendency on the part of advertisers to pay too little attention to its smaller or department headings.

"Summer Dresses," for example, is not a head. It is merely a classification. Something important about summer dresses *is* a head and the amount of importance will measure the amount of the attraction. And if that head is an *action* head it will create greater response. With the small advertiser this matter of headings is of tremendous importance. The difference between a good head and a commonplace head will sometimes make a difference of 50 per cent in the matter of returns.

Every retailer knows the importance of the word "DISPLAY." Stocks are arranged with this in mind. Windows are trimmed for the sole purpose of displaying merchandise, yet time and again advertisements appear in newspapers with no attempt made to display anything that will create interest and focus attention on the message.

The matter of position is the bugaboo of an advertising man's existence. However, the make-up of the present day newspaper has undergone a decided change. Where it used to be that there were only a few "live" pages, today practically every page is so enlivened with features and editorial matter that it is impossible to "bury" an advertisement. There are magazine pages, fiction pages, feature pages—all of them holding an appeal for some type of reader and all of them insuring reader attention for the advertiser.

And here is something else that should not be overlooked. Newspapers today are devoting thousands of dollars of space every year to the promotion of creating more interest in advertising. They are constantly pointing out to their reader audiences the importance of reading the advertisements and buying advertised merchandise.

Back in 1914—or at least back of 1914—there was no such reader group as there is today. A newspaper that had ten thousand circulation in a town of seventy-five thousand thought it had an enormous circulation. Today that same newspaper will have twenty-five thousand circulation in a city of one hundred thousand. The same is true in every community of every size. Our population growth has not been anywhere in comparison with circulation growths.

TODAY the American people are earning more money than ever before. Standards of life have gone up tremendously. We demand better merchandise. We have the money to obtain it. Luxuries of yester-years are necessities of today.

All of this means much to the advertiser. He has in the newspaper the greatest sales force that it is possible to utilize. This generation doesn't want what the last generation wanted. They don't want its styles, nor its literature, nor its plays. They don't want the old-fashioned type of advertising.

The advertiser who has kept pace with the times, who has sensed the trend and changed his advertising accordingly, is not complaining about diminishing returns. On the other hand you will find him the outstanding success in his community.

Railways Buy Substantial Part of Basic Industry Output

IN 1924, according to the Bureau of Railway Economics, the railways of this country purchased 31.3 per cent of the coal, 27.5 per cent of the steel, and 25 per cent of the total lumber production of American industry. Approximately 2,210,800 barrels of cement were bought directly by the railways. Lubricating oil and grease cost the railways $13,158,000. They spent $39,049,000 for brass, copper, zinc and other nonferrous metal products needed in railway operation in 1924.

This great railway market can be reached effectively through the five departmental railway publications which constitute the *Railway Service Unit.*

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street New York, N. Y.

608 S. Dearborn St., Chicago 6007 Euclid Ave., Cleveland
Mandeville, La. San Francisco Washington, D. C. London

ABC and ABP

The Railway Service Unit

Five Departmental Publications serving each of the departments in the railway industry individually, effectively and without waste.

Crew Work Up-to-Date

By William L. Whittlesey

THE time-honored practice of "sampling" has largely fallen into disuse in these modern days. However, it is still in existence, modified and specially applied to suit special conditions. The most satisfactory method which is in use at present is that of demonstrating the product directly to the consumer. Demonstrations held in various retail stores have proved effective, as have house-to-house demonstrations in other lines. Some of the gas companies have seized upon the demonstration idea and have organized cooking classes for housewives. The discovery that men are also interested in the culinary art led one company extend its field to include them

ABOUT the oldest thing in the business world is the sample. Tailors used to send criers through London streets armed with swatches; and the main delight of the crowds at expositions, county fairs, etc., in generations gone by was the distribution of samples of goods.

But these are different days. These are days of the high cost of labor, of greater sophistication and multiplied difficulties of many kinds. "To sample or not to sample" is enough to make pause any modern Hamlet, sitting in a sales or advertising manager's chair. Still, something like $15,000,000 is spent yearly in this manner.

The era of promiscuous house-to-house sampling is pretty well done for—except in conjunction with special plans. It is wasteful and expensive. Most people over 30 years of age will remember the frequency with which mother paid a visit to the front door, returning with a cake of soap or a box of washing powder. Perhaps you were one of the children who begged the distributor for a lot of samples—and often got them, it being human to dispense them as fast as possible!

Credit for swinging national advertisers away from huge expenditures for samples is due to the earlier advertising agents who had broad merchandising experience. They closely analyzed the results and proved the wastefulness of the method, alongside of live advertising. It came down to a contest in cost between the newspaper method of sample distribution and the house-to-house kind. The newspaper, in many important instances, won. In any event, the coordination of the sampling or local crew work with newspaper advertising was shown to be superior.

Then came the coupon plan, which it must be admitted, has shown great power and speed in some striking instances. Palmolive Soap, Pepsodent and other big sales successes were built up with the use of this plan. But its expensiveness and essentially special-tool nature is recognized even by the big companies whom it has made.

THE really modern method is to sample through the dealer. He is a distributor; why not let him distribute, even if it be samples? This is the "philosophy" of the thing; and E. R. Squibb & Sons, for instance, have discovered that if such a sampling plan through dealers is handled with taste and skill, it can be a tremendously good sales stimulator. The dealer will actually *buy* the samples, in some instances, and a deal can be arranged enabling the dealers to give the samples away, or even sell them as small size packages. Much depends on the desirability of the product in sample form, of course, but so many variations are possible on the plan that almost any article for which a sample is logical and useful can be handled in this way.

An example of live sampling and demonstration work is afforded by a plan used by the National Biscuit Company. For many years this company maintained a trained crew of salesmen whose business it was to work cities throughout the country with samples, these being delivered by personal calls on the housewives. These men were uniformed, and the local newspapers were used to familiarize the consumers with the work and thus prepare an audience.

Each salesman of this company handles from one hundred to one hundred and fifty dealers, depending on the type of territory. These dealers are visited at least once a week, and sometimes oftener. It is the business of the salesman not only to take orders, but also to keep the stock in order, see that the goods are properly displayed and that the stands and containers are clean and well arranged. The salesmen, therefore, usually do the necessary work on the stand, containers and stock first when they call.

While engaged in this work, they approach any customers who may be waiting to be served, and offer a sample of any special biscuit that may be new or specially featured, and, if possible, take an order for that or any other brands desired.

[CONTINUED ON PAGE 61]

June, 1919

—the first issue of New York's Picture Paper

June, 1925

Daily Average 908,390

The Largest Daily Circulation in America

Buy on a rising market.

THE NEWS

New York's Picture Newspaper

25 Park Place, New York
Tribune Tower, Chicago

Written by Our Readers

Mrs. Lathrop Calls Down Blessings

THE GUILD PROGRAM
65 W. 35th Street, New York City.
July 18, 1925.

TO THE EDITOR:

May I again call down blessings upon the FORTNIGHTLY for the analysis of "A Home for Orphan Annies?"

The matter is one that concerns not only the advertising manager, but the publisher of the special established medium for local advertising.

Away back in 1920 when we first introduced the Guild Program to Fifth Avenue advertisers, we spent 25 per cent of our time explaining what we were, and 75 per cent of our time insisting that we were not a souvenir program.

There is a wholly characteristic greeting with which the experienced advertising manager greets the solicitor. It is born of long years of Orphan Annies and their representatives, and it begins, "You have doubtless a most worthy proposition, but—"

Of course our immediate rebuttal is that we are not worthy and that we have no designs on the charity and miscellaneous appropriation. We are merely a simple weekly publication with established circulation and other commendable habits.

Most of this rebutting lies in our early past; but we spent the sadder part of four years in the honest endeavor to avoid being mistaken for a wealthy customer with a cause. I have an interesting collection of letters gleaned in those early days when we received form 17B instead of the cordial personal reason-why correspondence that now comes in. Four years is a long time to waste on a 75 per cent basis, however, and the souvenir program became in our office the subject of a little daily curse long before Mr. Hollister set forth the matter upon your pages.

More power to the FORTNIGHTLY!

Cordially,
CORNELIA P. LATHROP,
Publisher.

The Value of a Columnist

"RED BLUFF DAILY NEWS,"
Red Bluff, Cal.,
July 20, 1925.

TO THE EDITOR:

Your "Quality Circulation" debate was better than anything of Mark Twain's, George Randolph Chester's or Robert Louis Stevenson's, singly or collectively. Frankly, I'd rather give up all the magazines I take than to miss one issue of the FORTNIGHTLY.

In the last issue Jamoc remarks on the "Columnist" and his value as a circulation builder and holder. E.O.W. is the first thing I read, and the FORTNIGHTLY would lose a good feature if they dropped it. When I get the FORTNIGHTLY, I start in at the beginning and leaf through to the back cover. Then I read from the back to the front, starting with E.O.W., the Editorial page or the 8-pt. page, and after that whatever articles strike me as necessary. I wouldn't be surprised but what that's the way a good many go through their FORTNIGHTLY. Features are as necessary to any publication as salt is to soup.

F. R. MOERKE.

Retail Sales and Newspaper Advertising

"THE INDIANAPOLIS NEWS"
Indianapolis, Ind.
July 11, 1925.

TO THE EDITOR:

The article in the current issue of FORTNIGHTLY by Charles W. Mears, "What Will Be The Newspaper's Next Move?" is a very interesting mental stimulus for warm weather.

Since the days of Shakespeare, the moralists have been preaching about the decline of the stage. Since the days of Luther and before, reformers have been warning about the decline of Christianity and foretelling the immediate end of the world. Today parents are holding their hands up in horror when they contemplate the actions of their "jazz" offspring.

There never was a time in the history of newspapers when the media, themselves, and the advertising carried, did not come in for some criticism. Perhaps it is well to stop and take stock occasionally and to oil up the old machine, and put in a new bolt wherever necessary, but I do not believe there is anything seriously wrong with the newspaper as an advertising medium today.

I have just spent two hours checking over files of *The Indianapolis News* for April and May 1913. All of the statistics for present day values are based on 1913 which is the typical prewar year. Advertising of today as contrasted with the advertising carried in the columns of *The News* in April and May 1913 does not show up at all unfavorably. In 1913, it is true, the individual advertisements were not as large as the units of space in vogue today, but if anything, the bargain appeal was even more in evidence.

The volume of advertising carried in 1913 was a little over 8,000,000 lines, less than half of the volume carried in 1924, and it is also true that in addition to larger copy used by the larger stores, there has been a tremendous development of entirely new stores into the advertising columns of this and other newspapers. Whether or not the saturation point is being reached in newspaper advertising is to my mind a great deal like the discussion of the saturation point in the automobile industry. So long as cities continue to grow, as long as banks continue to increase deposits, and as long as industry continues to increase the number of employes and the amount of wages paid out, it seems to me that people will continue to respond to newspaper advertising and continue to build fortunes for the merchants who are shrewd enough to use newspaper advertising to help build their business.

It may be true that retail business has not responded to sales effort this spring as it was hoped it would. I think primarily, however, the trouble is that merchants have been figuring business on the basis of peak years and expect to increase sales each year regardless of normal or abnormal conditions.

It is true that many stores are reaching for new and untried methods of advertising to supplement newspaper space, but these are not diseases, merely symptoms which indicate that the business of the particular merchant or merchants has not been conducted upon lines which have sold the store as an institution, as well as sold advertised merchandise day by day; or that the newspaper is not measuring up to its opportunities.

Yours very truly,
The Indianapolis News,
FRANK T. CARROLL,
Advertising Manager.

Improving Newspaper Copy

BUREAU OF ADVERTISING
New York, N. Y.
July 12, 1925.

TO THE EDITOR:

Thank you for drawing my attention to the interesting article by Mr. Charles W. Mears in your July 1 number.

Mr. Mears' suggestions covering further study of methods to improve newspaper copy and the like have long had our approval and our close attention. The books of this Bureau touching many phases of this interesting subject are rather widely known.

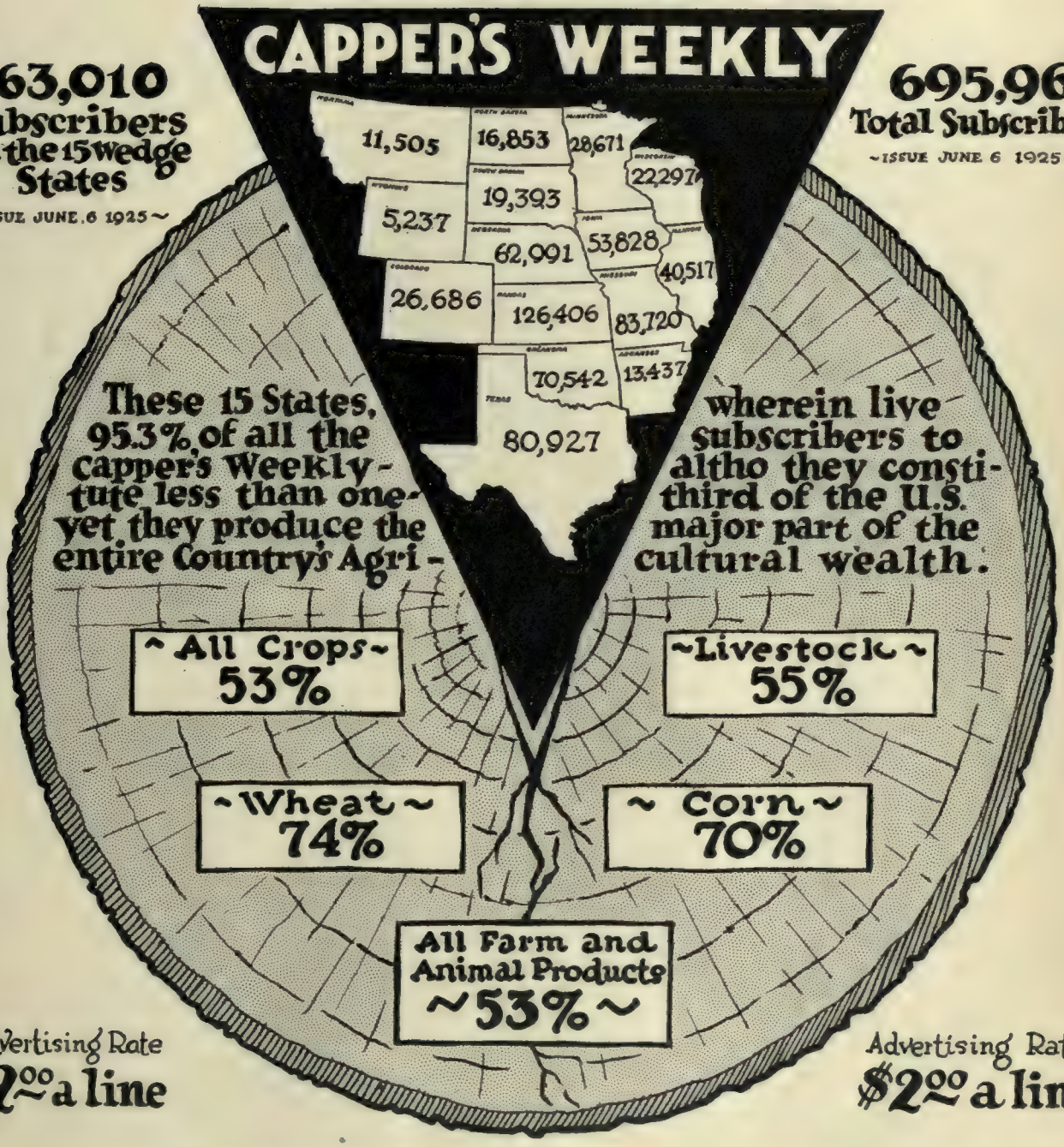
The vast strides that have been made in newspaper art and copy techniques show the influence and the value of this type of service. It is our intention to continue and to extend this work. Each year since this organization was started we have contributed the results of our research. We have another important book coming from the press this month.

Sincerely yours,
WILLIAM A. THOMSON,
Director.

GETTING IN
to the Rural Market

663,010 Subscribers in the 15 wedge States
~ISSUE JUNE 6 1925~

695,967 Total Subscribers
~ISSUE JUNE 6 1925~



Advertising Rate
$2.00 a line

Advertising Rate~
$2.00 a line

CAPPER'S WEEKLY

A JOURNAL *for the* RURAL HOME

Topeka, Kansas

The Basics of Advertising Copy

Putting Words Together for Memorable Effect

By Henry Eckhardt

NOT always is emphasis necessary to get phrases or sentences remembered.

John Publick's brain—and Jane's, too—has another peculiar kink. It is fascinated by happy word combinations. It dwells on them as on catchy musical refrains.

Advertisingly, the best-known of these happy word combinations is *alliteration.*

Alliteration is the repetition in a phrase or sentence of certain vowel or consonant sounds. At least, so says the rhetoric. Actually, it is more than that.

Thus, this Hoover advertisement is using alliteration when it says "dangerous, destructive dirt." The repetition of the "d" sound may gain speed, but hardly memorability.

On the other hand, the Quaker Oats people turned to alliteration in naming their new product. They produced: "Quick Quaker." This phrase is a gem. It lives in the memory, and rolls off the tongue.

Folks call it "catchy." Its catchiness consists entirely of repeating two closely connected consonant sound in each word, the "Qu"—equivalent to "Kw"—and the "K." Only the vowel changes.

In a Columbia Phonograph advertisement occurred three alliterations. The first came in this series of phrases, "ancient cities, oppressed serfs, *ruthless royalty.*" *Ruthless royalty* is the best of the trio. Yet only the "r"s repeat.

The second: "*Scratch and scrape* of needle noise." This is more memorable; the first four letters of two one-syllable words repeat.

The third: "Higher, hotter, the madding rhythm beats." Now we have a phrasing that truly sticks in the memory; the first and last sounds in two two-syllable words repeat. Thus follows the rule; the more sounds repeated, the more memorable the alliteration.

Of course, the words in alliteration need not closely follow each other. The device often pulls together entire thoughts and sentences.

A Holt Tractor headline illustrates this: "Travel the Caterpillar Trails." This begins and ends with "tra." That makes it catchy.

Again, runs some Barbasol copy: "Start the day with a frolic instead of a fight." "Frolic" and "fight" are hitched together more closely through repetition of the "f."

Steuben Glassware headlines "Cool colors and quaint contours." This pleases the musical brain-cells mightily. Two phrases in parallel construction, and four words in alliteration. But such alliteration! Not only the "k" sound beginning each word—but note how the "o" sound runs through, how the tongue hangs on to the "l" sound in the first two words, and to the "t" sound in the last two. This is growing close to what a Keats might do in advertising.

And of course, the classic alliteration of all is that famous advertisement: "Roll ze zigarette wiz ze Zig-Zag."

IF the copywriter has a subject which permits him a whimsy or two, alliteration leads to some lovely effects. That Peck & Peck copy often shines forth with them. Speaking of sport stockings, one piece declared "they decorate the blameless bystander beautifully." Perhaps this usage is a sophistry more demonstrable in writing than in selling—yet, for some products, isn't sophistry exactly the tone?

Alliteration, too, contains its "don'ts." Alliterations can be mighty flat and tasteless.

"Pleasant because pure," "Famed for flavor." So runs a certain class of bromides for which some advertising men still have a fondness. Alliteration undoubtedly makes them sound pat, but matching consonants does not make up for lacking meaning.

Again, do not let alliteration lead into temptation. It does, you know. It did, in the case of the copywriter who wrote "driving on slick streets without chains." "Slick streets" isn't bad as an illiteration, but as a kind of street—well. Wall Street is generally supposed to be without rival for the honor.

Apt alliteration pleases. It is musical. It catches on. John and Jane Publick call their heroes "Dare-devil Dick," "The Mighty Mauler." There is the clue.

In yet another way can words be put together to produce this musical, memorable effect. A way perhaps more delightful, and even more apt.

As John Masefield puts it:

"Like rhyme-words, chiming aptly in."

RHYME

Rhyme, unfortunately, has greater lure for the budding tyro than for the seasoned copywriter. I am only too conscious of what happens when one of the former tries to achieve verse.

One ambitious recently handed me the following:

If around the town you'd wander,
Seeking styles and fabrics good,
Your path should rightly saunter
To the proper neighborhood.

And sixteen more lines, progressively more lovely, until these climatic four lines:

Suit or topcoat made to order,
By the world's most famous house.
All are guaranteed not to falter.
Come on down. Let's prove our vows.

However, all of us who like copy have probably passed through a moon, movie, and versification stage. Far be it from me to smile unduly. Yet equally far be it to urge the practice of copy in verse, for emphasis. The emphasis, usually, is on the poet.

Nor does the device of rhyme, as emphasis, include the jingle, even when used as cleverly as in the Park & Tilford advertisements:

This is the bean of pedigree
With royal cocoa family tree,
Our secret blending turns the fellow
Into chocolate called "Corello"——
—For "The White Box."

[CONTINUED ON PAGE 48]

TELL AND SELL
THE MERCHANT
—*and he'll*
TELL AND SELL
THE MILLIONS

Some Mighty Structures Are Mainly Framework

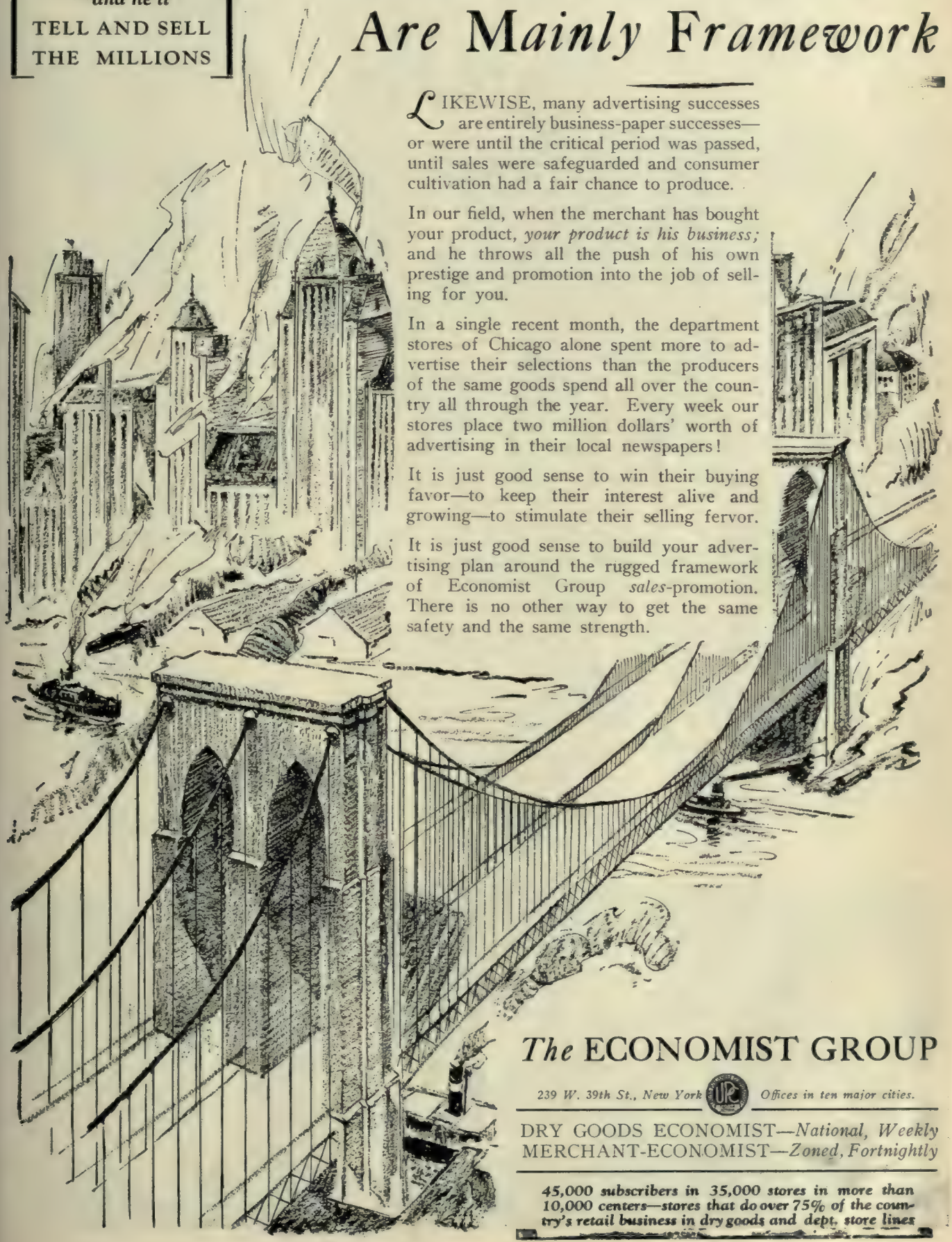
LIKEWISE, many advertising successes are entirely business-paper successes—or were until the critical period was passed, until sales were safeguarded and consumer cultivation had a fair chance to produce.

In our field, when the merchant has bought your product, *your product is his business;* and he throws all the push of his own prestige and promotion into the job of selling for you.

In a single recent month, the department stores of Chicago alone spent more to advertise their selections than the producers of the same goods spend all over the country all through the year. Every week our stores place two million dollars' worth of advertising in their local newspapers!

It is just good sense to win their buying favor—to keep their interest alive and growing—to stimulate their selling fervor.

It is just good sense to build your advertising plan around the rugged framework of Economist Group *sales*-promotion. There is no other way to get the same safety and the same strength.



The ECONOMIST GROUP

239 W. 39th St., New York *Offices in ten major cities.*

DRY GOODS ECONOMIST—*National, Weekly*
MERCHANT-ECONOMIST—*Zoned, Fortnightly*

45,000 subscribers in 35,000 stores in more than 10,000 centers—stores that do over 75% of the country's retail business in dry goods and dept. store lines

THE 8-pt PAGE

by Odds Bodkins

TWO or three weeks ago the amiable editor of FORTNIGHTLY was absent from his desk for a couple of days. Upon his return his alibi was that he had been to the Strathmore Paper Company's plant at Woronoko, Massachusetts. The occasion, it seems, was a visit planned jointly by the Stillson Company (fine printers), M. & F. Schlosser (paper distributors) and the Strathmore Paper Company.

Apparently the trip to the factory was exceedingly interesting, and a shrewd piece of business promotion for the joint interests. But the thing that won F. C. K.'s admiration was the manner in which the social arrangements were handled. Here were perhaps thirty men—mostly strangers to each other—who were going to week-end together. How could the rough edges of new acquaintanceship be rubbed off quickly?

The picture below tells a part of the story. This is a snapshot of a steak roast given on the lawn of Mr. Moses' (president of Strathmore) home. One couldn't act or feel very strange or aloof when one had donned a white apron and with a tin fork speared a luscious steak, to be later broiled by one's self over a charcoal fire, could one?

Another detail, cleverly planned, was that after the steak roast the entire assemblage adjourned to the barn and a mock-election was staged, presided over by Cy Norton and C. W. Deardon. Everyone present was elected to some office, ranging from Mayor to Dog Catcher, of Strathmore Town. A very good touch, indeed!

A friendly feeling is one of the first essentials of a successful business conference, and I judge from the editor's enthusiasm that this one was highly successful in every respect.

—8-pt.—

I see by the New York *World* that Andre Citroen—the "Henry Ford of France"—has discovered a new advertising medium: the Eiffel Tower! He has arranged to have "Citroen" flash from the top of this famous tower in letters visible to more than a million persons continuously.

I wondered last summer when I went up in the tower and saw what a territory it commanded why nobody had attempted to buy space on it for advertising. The price Citroen will pay —350,000 francs annually—seems quite reasonable to me for this preferred position. I'll bet Wrigley would snap up an opportunity to secure space on the American equivalent of the Eiffel Tower (if there were one) for the price of 350,000 packages of Spearmint!

—8-pt—

Why has it taken from the year 1 to July 8, 1925, for some candy manufacturer to discover that the cloying quality of candy gives it advertising possibilities as an aid to growing thin?

In the newspapers of this latter date, Frank G. Shattuck Company came out with this copy:

Eat Candy and Keep Thin!

Candy, unless eaten in huge amounts, never made anyone fat and it never will. On the contrary, a little good candy eaten regularly just before meals takes the edge off your appetite and actually helps you to keep thin.

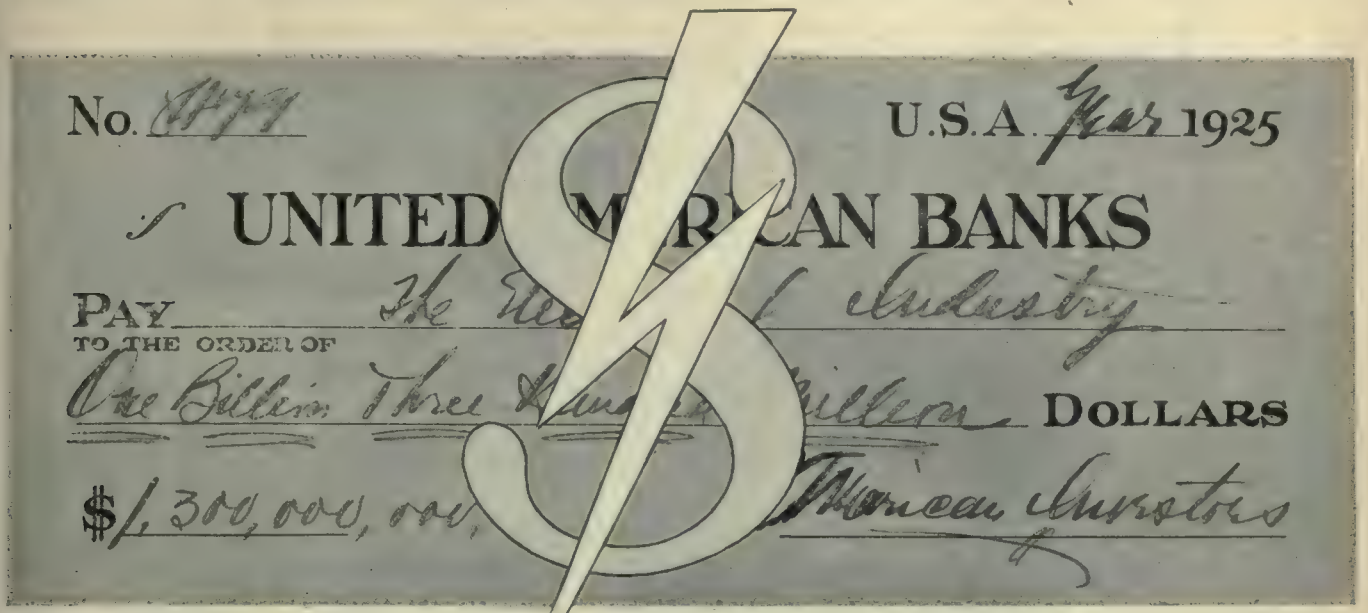
Try this for a while and see if your weight doesn't go down.

—8-pt—

I think every man who has anything to do with writing advertising copy should read this gem from Victor Hugo at least once a year:

"Share your bread with little children, see that no one goes about you with naked feet, look kindly upon mothers nursing their children on the doorstep of humble cottages, walk through the world without malevolence, do not knowingly crush the humblest flower, respect the nests of birds, bow to the purple from afar and to the poor at close range. Rise to labor, go to rest with prayer, go to sleep in the unknown, having for your pillow the infinite; love, believe, hope, live, be like him who has a watering pot in his hand, only let your watering pot be filled with good deeds and good words; never be discouraged, be magi and be father, and if you have lands cultivate them, if you have sons rear them, and if you have enemies bless them—all with that sweet and unobtrusive authority that comes to the soul in patient expectation of the eternal dawn."

In fact, I think every man, whatever his calling, should quicken his spirit with this great word-tonic, not annually but often.



Investors underwrite 1925 electrical development for $1,300,000,000

Sound Investment

THE electrical industry offers sound investment values to large and small investor alike. This holds true whether money is invested in securities or in the cultivation of sales.

Electric light and power companies raised $797,000,000 during the first six months of this year, which exceeds by approximately $140,000,000 the sum raised in the corresponding period last year, and sets a record in utility financing.

Indications point to the financing of the electrical industry to the amount of about $1,300,000,000 this year as against $1,222,000,000 last year.

Earnings

Despite a slight slump in certain industries, the light and power companies have continued steadily to increase their volume of business and their facilities for taking care of the demands of new business.

The amount of energy used for industrial power purposes during the month of April of this year exceeds by 14.2 per cent the energy used during the same month last year.

Development

Although the year so far has witnessed a large amount of stock financing to acquire and

The growth of customer-ownership

consolidate properties, a very large percentage of the new financing will go for additions and extensions to properties. The market outlook on production and distribution equipment is most favorable.

The large-scale financing program now in progress is essential to the natural growth of the electrical industry. There is nothing unnatural in this growth, nothing that is not based on sound values.

The sharp rise in the curve of electrical development is a natural reaction to the rapidly-rising curve of demand. The country's demand for electrical energy is pyramiding and the development of production facilities must keep at least one step in advance of this demand.

Practically all new construction today is electrically-equipped in every town reached by central-station service. Of the 72,450,260 people living in communities of more than 250 inhabitants, 90.6 per cent live in towns served by central stations.

The electrical industry is in its biggest year. *Sales data on any type of electrical equipment furnished on request.*

ELECTRICAL WORLD—A McGraw-Hill Publication

Tenth Avenue at 36th Street, New York

Trimming Sales Costs to Meet Today's Competition

[CONTINUED FROM PAGE 16]

He began to show signs of uneasiness about now, probably because, not being a good poker player I have some difficulty in keeping a straight face under certain circumstances. To make him still more uneasy I told him the worst at once.

"*You* may be satisfied that your selling methods are all that they should be, but you may find food for thought in the fact that of nineteen manufacturers all making the same product and using almost identically the same sales methods, it costs you 29 per cent as against 17 per cent for the lowest and 21 per cent average. Based on the dollar of sales your cost is 70 per cent higher than the best and 38 per cent above the average.

He didn't even *try* to laugh that off. It was too serious.

He was convinced beyond arguing that it was costing him too much to sell. His cost figures by themselves had not shown up the bad condition in the twenty years he had been spending good money to collect them, but compared with others, which in themselves may not have reflected the best possible selling methods, they showed that something was wrong. That is better than no information, but the figures failed to have constructive value, for they did not tell what was wrong.

The high selling expense might have been due to any one of a number of causes. The owner might have been using incapable or lazy salesmen; he might have been spending too much to open new accounts; his customers may have been unprofitable for any of several reasons; his territories may have been injudiciously chosen.

Commonly when selling costs are shown to be too high the fault is assumed as a matter of course to lie with the salesmen, rather than with the fundamental selling policies under which the men on the road are forced to struggle. The generally approved first step is to send out pep letters to the hardworking drummers who are trying to sell clay pigeons to game preserve wardens. When these fail—as they generally do—a "drastic reorganization"—as massacres of the innocents are usually called—is in order. This, too, is bound to fail if selling policies are not first based on definitely known facts.

IN many cases high selling expenses may be laid at the door of lazy or incapable salesmen. However, in far too many cases the fault is assumed to lie with the men on the road when actually the fundamental selling policies of the company are to blame. First a flock of pep letters will be sent out to the drummers, then, when this fails, there will be a "drastic reorganization," as the massacres of the innocent are called. But, unless selling policies are based upon definitely known facts, all such steps are bound to prove of little effectiveness

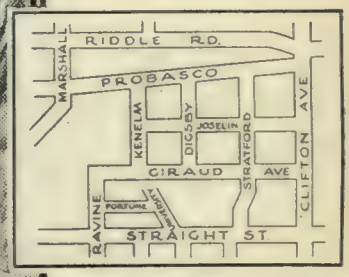
TO select a selling policy by hunch is as precarious a way to make a living as to try to select the winner of a twenty horse race without being possessed of inside stable information; yet more money is risked on hunches in business than in confessedly outright gambling.

No intelligent conclusions can be reached as to how to reduce selling costs without rather detailed knowledge as to what it costs to open a new account and to sell in any territory, and what profit can be secured from various classes of customers. The cost of selling for the business as a whole does not give this information. Merely because a concern sells a total of $10,000,000 a year at a total selling expense of $500,000, thus giving a figure of 5 per cent for the selling expense, it does not follow that that 5 per cent can be taken to mean anything when applied to any one part of the selling activities.

In the old days before the theory of gathering manufacturing costs was thoroughly understood, it was assumed that it was the business as a whole which made the profits merely because it was the company as a whole which paid the dividends.

Later when modern cost systems showed the profit and loss by lines the fallacy of the old assumption became apparent. Many more or less successful manufacturers found that such profits as they were able to garner were being made by a comparatively small section of the entire business and that by discontinuing certain lines or activities which were voracious feeders at the profit trough they could make more money with a lower sales volume and with less trouble.

While it is possible in many businesses to determine the cost of selling each line of product, it is seldom worth while. What is needed is an accurate knowledge of what it costs to open a new account, to sell old customers and to sell in various



In this section of Clifton Heights, for example, are 187 residence buildings. Here 139 Enquirers are delivered every morning.

Mrs. Clifton Heights

... mother of two students and still a college girl herself

At football games she cheers as enthusiastically as the students. Especially when a certain husky youth carries the ball. She attends the college shows, and when a certain demure lass dances her eyes shine with pride.

She is Mrs. Clifton Heights, neighbor to the University. The football player is her son, the dancer is her daughter. But in spirit she is really an undergraduate with them.

And she carries this youthful enthusiasm into all her activities. Her bridge club dotes on her presence. Attendance at Mothers' Club meetings is heaviest when she talks.

In keeping with Mrs. Clifton Heights' active, modern life is her interest in The Daily Enquirer. And, of course, her neighbors follow her lead. To this thriving community, which includes 1,793 residence buildings, 1,376 Enquirers are delivered every morning.

When you remember, Mr. Advertiser, that this coverage is duplicated in *every* buying district of the city, these figures become added proof that in The Daily Enquirer you get a full dollar of advertising value for every dollar you invest.

N.B.

This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.

I. A. KLEIN
New York Chicago

R. J. BIDWELL CO.
San Francisco Los Angeles

The CINCINNATI ENQUIRER

"Goes to the home, stays in the home"

THE proof of the pudding is in the eating

Actions speak louder than words

Handsome is as handsome does

The
Powers House
Advertising Co.
HANNA BLDG. Est. 1912 CLEVELAND
Marsh K. Powers, President
Frank E. House, Jr., V. Pres. & Gen. Mgr.
Gordon Rieley, Secretary

territories. Sometimes it will be found desirable to determine the actual cost of selling to an individual.

In order to make an intelligent and worthwhile analysis of selling expense it is necessary to determine what each salesman costs and what he accomplishes. The cost includes his salary, commissions, bonus and expenses as well as a proper share of the overhead of the sales department and the general office. His accomplishment—depending upon the nature of the business and the information desired—may be measured in terms of gross profit on his sales, number of calls made, or new accounts opened.

Sometimes it will be sufficient to determine a cost per salesman per day. At other times it may be desirable to calculate a cost per call. The cost per call will differ with men and territories. It is to be expected that in a western territory where jumps are long and only one or two calls can be made each day, the cost per call will be greater than in New England where distances between towns are short and a half dozen calls can be made in a day.

IF in your business the cost per call is the best measure, do not make the mistake of basing what it *should* be on what it *has been* over a period of years. In business past performances supply a poor basis for standards of what should be accomplished. You have no way of knowing whether what has been done was good or bad. The best plan is to turn loose, say, an assistant or a district salesmanager who has the interests of the company at heart to travel the territory with the salesman. He can tell in one trip how many calls can be made day in and day out. Then use that as the standard.

I am not going to describe in detail how to work out the cost per day or per call. Rather, I am going to tell of the uses to which this method of calculating selling costs has been put, and show how such an analysis acts as a sure basis on which to inaugurate radical changes in selling policy which result in increased profits.

I shall choose a company which has for years sold its goods only to retailers who are, in reality, agents, inasmuch as each has the exclusive sale of the product in his town and is not allowed to handle any competing product. It would not be fair to the client to tell just what the product is, but I can say that it is a trade-marked commodity which enters into the construction of buildings and is sold both to contractors and to owners who make their own repairs.

My study of this concern's selling methods was precipitated by a condition that has been common in many branches of industry since 1920. Although its sales had increased for three or four years at the rate of 10 per cent a year, the gross profit based on sales had been declining at the rate of 4 per cent a year and the selling expense in dollars had been going up out of proportion to the increased sales. The result was that the net profits ex-

Gearing the News of One Day to the Business of the Next

In any city having an efficient afternoon newspaper with Associated Press Service, news is no longer news, but history, before it is a day old. Cincinnati is such a city and the Times-Star is the newspaper. Six afternoons every week the Times-Star brings the news of the world into every native, white, literate household in greater Cincinnati, sixteen hours before the morning newspapers are on the streets.

And in Cincinnati the day's news is not complete unless it is geared to the business of the coming day by means of display advertising that tells the people where they can purchase the merchandise and services essential to their comfort and convenience.

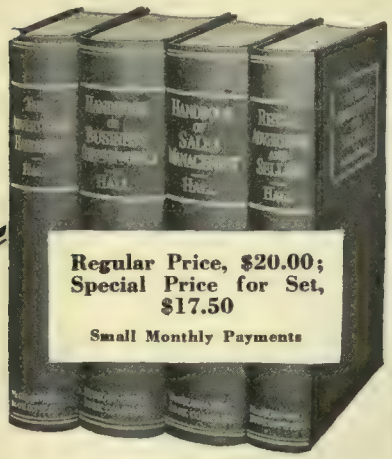
Because the Times-Star has dominant family circulation, because it reaches these families in the reading hours when the shopping plans for the next day are being made, and because it has the confidence of its public, the Times-Star naturally has also the confidence of the advertisers who do business in this great market. Its dominance in display advertising is no less pronounced than its leadership in local circulation.

This advertising dominance is not confined to any one or two classifications. It is equally decisive in all the classifications that make their appeal to the great buying public—food, clothing, department stores, drug stores, dry goods stores, boots and shoes, men's furnishings, electrical goods, hardware, gift shops, tires and automobile accessories, musical instruments, radio, furniture, household appliances and the like.

Neither is this advertising leadership confined to any one year. It has been maintained consistently for eighteen consecutive years without a single break and it is more pronounced at the present time than at any time in the past.

CINCINNATI TIMES-STAR

CHARLES P. TAFT, Publisher C. H. REMBOLD, Manager *Member of Audit Bureau of Circulations*



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—at your fingers' ends

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S. Roland Hall's Library of Advertising and Selling

Four Volumes, 3323 Pages, 5½ x 8, Flexible Binding, 1090 Illustrations. $1.50 in ten days and $2.00 monthly for eight months.

The big, well-paying jobs call for men with all-around knowledge of the entire selling business—advertising, personal salesmanship, planning, managing, etc. Add to your own experience a working command of the principles and methods that have been proved in the experiences of the most successful selling organizations. You get them—hundreds of them—in

The best experience of leading organizations

Covers as much ground as courses costing five or ten times as much. Complete campaigns of many kinds outlined. Thousands of sales ideas and plans, time-saving methods and stimulating suggestions for daily use in solving marketing problems of all kinds—manufacturer to small retailer. Examples taken from scores of such prominent concerns as Burroughs Adding Machine Co., Kuppenheimer & Co., Morris & Co., National Cash Register Co., American Radiator Co., Conklin Pen Manufacturing Co., Eastman Kodak Co., Marshall Field & Co., Lord & Taylor, United Cigar Stores, J. C. Penney & Co.

Special Library Price $17.50

No Money Down
Small Monthly Payments
Examine the Library for 10 Days Free

FREE EXAMINATION COUPON

McGRAW-HILL BOOK CO., INC.
370 Seventh Avenue, New York

You may send me the HALL LIBRARY OF ADVERTISING AND SELLING for ten days' free examination.

If the books are satisfactory, I will send $1.50 in ten days and $2 a month until your special price of $17.50 has been paid. If not wanted, I will write you for shipping instructions.

Signed .....

Address .....

Position .....

Company .....A. F. 7-29-25

pressed as a percentage of the sales was declining at a rate of about 5 per cent a year. Thus the net profit on sales for 1922 was 19 per cent, while for 1923 it was only 14 per cent. This is enough to make anyone rather thoughtful and lead him to wonder where the net profits will be four or five years hence.

In attacking the problem we first tried to determine how the volume of sales might be increased without similarly increasing the amount of money spent to secure the present volume; and, second, to see if there were not places where the money was being spent to such poor advantage that economies could be put into effect in that particular section.

As a first step we calculated the cost per day of each of the fifty traveling men, including both the direct and the indirect, or overhead, cost. When this was determined for the first time, the effect on the owners of the business was almost amusing, they took it so to heart. While they had never bothered much about a variation in selling cost expressed as a fraction of one per cent, or a few cents per item, they took a lot of notice of the same variation when it was expressed as a several dollar's difference in the cost of one salesman for one day.

And it was well that they did, for the lowest cost per day was $35 and the highest, $140. While some of the men with a comparatively high cost per day had a lower cost per unit of sale, that was not always true. The discrepancy was too obvious to pass without scrutiny, yet the condition had existed for years without causing comment, buried from sight as it was in that potter's field of selling mistakes, the per cent of sales cost of selling.

Another point provocative of thought was the fact that the indirect cost per salesman was much greater than his direct cost. The average daily cost of $80 was composed of $30 direct and $50 indirect, or overhead.

When it became evident that it cost an average of $80 a day to keep each of 50 salesmen on the road, it took no clairvoyant to see that it would be worth considerable effort to find a way by which the time of each salesman could be made more productive. Due to the company's policy of selling to only one exclusive agent in each town it was impossible in most of the territories for a man to make more than one call on an agent each day. The question was how, under such conditions he could use his time to better advantage.

The first recommendation we made was that the routing be taken out of the salesman's hands and done by the branch sales managers. A study of the movements of the men in any sales organization will almost always show inefficient routing. They have favorite towns which they make regularly and frequently because they have girls there, or because of the good gang that hangs out at the barber-shop, or because there is a good hotel.

In order to utilize otherwise wasted time in boosting sales we suggested that what had been an occasional and desultory activity of the salesman be made a required task. That was calling on the owners of projected buildings in the effort to get the hardware order for the local agent and to make regularly the round of architects' offices to keep them posted on new developments in the line and to prejuice them in favor of it.

An analysis of the way typical salesmen divided their time between the two activities showed that of 240 working days in the year 200 were spent calling on established agents and 40 in promotion work, as trying to open new accounts is called.

While for the sales department as a whole it cost an average of $1000 to open a new account, there was a tremendous difference in the cost between salesmen. The highest cost per new agent was achieved by a salesman who was highly thought of by his employers. He succeeded in making a new agent cost the company close to $2000. Some others kept the cost below $500 and a few were able to keep the average down to around $200 per agent.

This showed in dollars and cents—than which there is no surer guide—what every one who knows salesmen ought to realize without figures; namely, that there are two distinct types: the high-pressure, promotional type who can sweep a prospect whom he has never seen before clean off his feet and get his name on the dotted line, and the plugger who wears well, who can make lasting friends and get and keep the trade of a customer year after year.

Seldom if ever do you find the two talents combined in one man. The promotional man is likely to be adventurous and temperamental. Steady grinding gets on his nerves, and if he is asked to cover a territory over and over he is apt to hunt another job. He wants to make conquests of new fields. It is this type that causes high turnover on the sales force. Provided they can move from territory to territory they will stick and more than earn their salt.

ANY business which sells through retailers—especially when the dealers are practically agents—can well afford to pick men of this type and give them nothing to do except to open new accounts. They will do it at a much lower cost than will the man who regularly covers a territory. Some concerns have had great success in employing in promotional work stock salesmen who have been put out of business by the blue sky laws or—and it sometimes happens—who have a yearning to get into a respectable business.

Usually I find that the greatest mortality among customers is in the first two years after they have been sold. This is another argument for using special promotion salesmen who have been thoroughly schooled in the company's policies and products and in how to choose the best possible agent in a town. Then if they are of the right

type they will so thoroughly sell the man that he will remain sold.

For several other reasons it has been found best to select promotion men from the regular sales force. From calling on the trade as regular salesmen they have become thoroughly acquainted with the dealers' problems, and they know what makes dealers change their sources of supply.

One concern found when it gathered its selling costs along the lines I have suggested in this article that over a period of several years the average cost to open a new account was $850. The average gross profit on each agent for the first year was $220, leaving a net loss on each agent for the first year of $630. Considering that every year 120 agents dropped out, a large proportion of which were newly sold accounts, the high cost of ineffective selling was too apparent to dismiss lightly.

Another virulent cause of lost customers is a shortsighted credit policy. Credit men are as a rule seemingly incapable of taking a humanly sympathetic view of anyone who fails to live up to credit terms on the dot. In one case, more than half of the old customers who left the company for a competitor did so because they had been foolishly antagonized by the credit department.

A STUDY of the accounts lost through the efforts of the credit man showed that in the preceding three years these accounts had each earned for the company a gross profit averaging $500 a year. The net profit had been nearly as great because these old customers had required only a couple of calls each year from the salesmen. Many of these concerns had been customers for many more than the three years for which the profits were tabulated.

Most of them were perfectly good credit risks which would have paid up as soon as business conditions got back to normal. In fact, more than a third of them were rated G3½ or better and one stood AA1. It would have been better to lose all of the profit on an order and keep the customer than to lose him through the credit department's refusal to ship needed goods until the old bill was paid in full.

The percentage cost of selling often leads otherwise highly intelligent business men into almost unbelievable errors and fallacies. This is probably at bottom due to the fact that nearly everyone except trained accountants look on figures as facts in themselves rather than a method for translating or representing facts. Thus figures have the peculiar effect of making some men forget the common sense business principles on which they based their success before they became enamored of figures for their own sakes.

I would be the last one to speak slightingly of the value of figures in guiding a business, but I insist that they be used to clarify rather than to obscure business facts. If, instead of showing conditions as they are, they

Needlecraft Stability

3rd Quarter	1920	1,006,187	1st Quarter	1923	1,038,775
4th "	1920	1,011,002	2nd "	1923	1,047,456
1st "	1921	1,030,930	3rd "	1923	1,029,034
2nd "	1921	1,027,957	4th "	1923	1,031,918
3rd "	1921	1,064,538	1st "	1924	1,016,020
4th "	1921	1,038,950	2nd "	1924	1,013,104
1st "	1922	1,052,396	3rd "	1924	1,012,789
2nd "	1922	1,029,876	4th "	1924	1,025,857
3rd "	1922	1,027,006	1st "	1925	1,026,183
4th "	1922	1,045,543	2nd "	1925	1,030,941

(Guarantee 1,000,000 copies per issue)

Needlecraft does not call upon fiction to spur reader interest—does not concern itself with strenuous selling methods or "drives" to maintain guarantees.

Isn't it mighty comforting to know that every issue of a magazine is going to give you just a little bit more than you pay for—every month—just as Needlecraft has done for five solid years?

Robert B. Johnston
Advertising Manager
New York

Member A. B. C.

JAMES A. ROBERTSON
Western Manager
Chicago

ELIOTT D. ODELL
Eastern Manager
New York

DORR & CORBETT
New England Representatives
Boston

Telling It to the Boy Scouts

It Could Be Your Product

Here's a Scout admiring his axe. Substitute his bugle — knife — blanket — anything he owns, and the picture remains as true. Why not have it *your* product? Boy Scouts are quick to buy advertised products. And their enthusiasm for these things is well known.

Boys' Life reaches many thousands of the 550,000 Boy Scout membership. Advertising in it will teach its readers to use and prize your product just as our young friend above prizes his axe.

Let us tell you more.

BOYS' LIFE
THE BOY SCOUTS' MAGAZINE

200 Fifth Ave. New York, N. Y. | Union Bank Bldg. Los Angeles, Cal. | 37 So. Wabash Ave. Chicago, Ill.

Industry Researches on

Radio, Hosiery, Tires, Candy, Perfume, Washing Machines—

each one about 75 typewritten pages of real fact and figure, of the hard-to-get kind; with intimate detail, and with hand-drawn graphic charts. **Price: $150.00 each.**

THE BUSINESS BOURSE
15 West 37th St., New York City
Tel.: Fitzroy 6720

ELECTRICAL ANIMATED AND STILL
DISPLAYS for WINDOW, COUNTER, and EXHIBITS
Effective~Dignified
Planned Inexpensively
CONSULT WITH EXPERTS
ANIMATED PRODUCTS CORP.
19 WEST 27TH ST. NEW YORK

show them as they are not, or if they cause a man to forget what he knows, they are worse than useless.

It takes no super-human intellect to realize that dollar for dollar it costs less to sell a single order amounting to $5,000 than one for $1,000. Our hoss-trading grandfathers knew that without cost figures.

But what do cost figures tell grandpa's grandson who happens to sell underwear at a selling cost of 10 per cent for the business as a whole?

They tell him, contrary to common sense and to age-old experience, that it costs $500 to sell a $5,000 order and $100 to sell a $1,000 order, in spite of the fact that both were sold on one call of an hour's duration to merchants on opposite sides of the street. Actually, of course it did no such thing. The cost was that of one call—the same for both.

Actually the result in net profit per dollar of sale was five times as much on the large order as on the small one. The cause for the disparity in the size of the two orders can be found either in the greater business done by one merchant or in the fact that he concentrated his purchases of underwear with one manufacturer instead of scattering his patronage.

In either event his business is worth keeping and the part of wisdom is to make it worth his while to continue. Is it not self-evident that he can be given a lower price based on his larger purchases and still return a greater net profit to the manufacturer?

The one-price policy adopted by many concerns is a fallacy based almost entirely on the misinformation given by the percentage cost of selling. When the cost of selling is once determined as a cost per call it becomes logically unthinkable for a manufacturer to do anything but offer a substantial quantity discount based on the size of individual orders or on the total purchases for a year. Many progressive concerns have adopted that plan when once they have learned the truth about selling costs.

Literally there are hundreds of facts about selling that properly gathered figures can tell, which if listened to will call the executive's attention to present mistakes and show the way to more profitable policies and methods.

Gordon B. Muma

Has been appointed sales manager of the Cutler Desk Company, Buffalo, N. Y.

The John S. King Company

Cleveland, will direct advertising for the Columbian Hardware Company, same city, manufacturers of garage and household vises.

Louis H. G. Rubin

Has resigned as head of the mechanical production department of The Class Journal Company to join the sales staff of the Triangle Engraving Company, New York.

Normandy Over the Border

[CONTINUED FROM PAGE 17]

English and long-worded English, at that. True, these bill-boards are conspicuous by contrast to the overwhelming proportion of French around them, but that very fact should make the firms which pay for them suspicious as to the wisdom of the policy. My own observation on this point would indicate that manufacturers from the United States are the only ones to follow this policy.

Obviously the cost of two sets of posters, store signs, window placards, etc., is probably the explanation of such procedure. At least one advertiser, however, has cleverly surmounted the difficulty so far as it applies to billboard advertising.

THIS particular advertiser has so arranged his poster design that all of the descriptive wording is concentrated into one portion of the design. A separate strip has then been lithographed which carries the sales-message translated into French. One poster, therefore, serves all needs. Where the poster will be read by English inhabitants and tourists from the States the original is used. Where it will be read by the French population the strip is pasted over the English words and a French poster is produced at negligible cost.

Not all advertisers from this side of the line make the mistake of limiting themselves to English.

You can hardly ride five miles in any of the more available parts of the Provinces without learning that one of our most popular beverages is *"delicieux et rafraichissant,"* and is available in a surprisingly large number of places *"sur la glace."* A trip through Quebec, by the way, is decidedly "rafraichissant" to whatever French may have been yours in school and college days. When a sign reads "Sucre d'erable a vendre" and, immediately below, "Maple sugar for sale," it is an easy and painless way to be taught, or retaught, a little French.

Quebec is a market close at hand and one which must almost certainly offer increased possibilities as the years pass. The Eighteenth Amendment is proving a wholesale money-maker for our neighbor, and, while this harvest as yet has benefited only a small portion of the whole population, in the end it will be reflected in increased buying power of all classes.

If you seek this market, however, don't visualize it in the terms of the *Ritz-Carlton, Mount Royal* or *Chateau Frontenac,* nor of Sherbrooke West or Mountain Hill. Think of it as *St. Denis* and *St. Foye,* as *La Prairie* and *Trois Rivieres* and think of its people as *Pierre Delorme* and *Marie Louise Lebeau,* as *Guillame Lagasse, Napoleon Dore* and *Maxime Trudeau.* Make your advertising *"Canayen."*

City Quality
City Service
City Speed

BUT—

OUR location outside the zone of high production costs gives you Quality Service on your publications, catalogues, house organs, bound books and direct mail matter—*at prices you cannot expect from city printers.*

Some of the publications we are now printing have been handled by us for more than twenty years—a striking tribute to quality, service and economy. We offer complete facilities for printing, electrotyping, color work and binding.

Let us estimate on your next order. Call our New York Office and let us show you how Lancaster Press can cooperate with you.

Lancaster Press, Inc.

Fisk Building, 57th Street & Broadway
New York City

Telephone Circle 3795-3796

Plant at Lancaster, Pa.

Can You Sell Industry

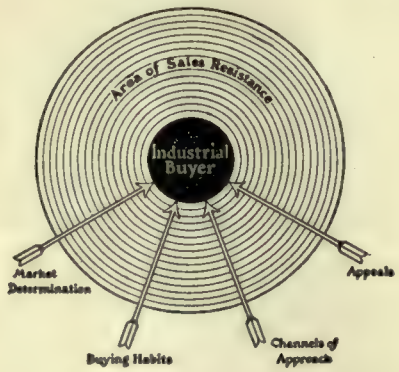
SELLING to industry is no game of blind man's buff. Reaching out blindly to sell every factory, offers no assurance either that you will find the real buyer, or that the prospect will be worth while.

To ignore the known facts of how industry buys and what will influence the buyer, is but putting blinders on selling.

With the widespread demand for lower costs of distribution there is need for the application of scientific methods in selling. No longer can the efficient and the inefficient both meet profitably the competitive conditions ahead.

The dividends of the future will be wrested from savings effected by the use of more efficient methods.

Truly this is no time to be blindfolded by past performances or present profits. Smug complacency is commercial ether.



The Four Principles of Industrial Marketing

1 **Market Determination**
Markets should be analyzed, worth while prospects located and effort concentrated on them.

2 **Buying Habits**
The buying habits of industry are definitely known. Sales and advertising plans should take these buying habits into account.

3 **Channels of Approach**
There are direct means of reaching the industrial buyer which can be used effectively and economically.

4 **Appeals that Influence**
The industrial buyer is influenced by certain known appeals. He should be approached through these appeals.

The Direct Road to the Industrial Buyer

In no field of marketing is the opportunity for efficient selling more certainly present than in the industrial field. The possible buyers for any product sold to industry are comparatively few and are definitely located.

To reach them efficiently four basic facts --the four principles of industrial marketing—should be determined: (1) The potential market should be analyzed (2) The buying habits of the market should be ascertained (3) The most direct channels of approach should be employed (4) The appeals most effective should be developed.

Any manufacturer who will organize his selling and advertising upon these four fundamentals will place himself in a fair position to meet competitive conditions ahead.

No great difficulty need attend the gathering of specific data on any given market, provided properly informed sources of information are consulted.

To the McGraw-Hill Company, industry is an open book. For fifty years it has been a vital part of industry itself.

Blindfolded?

Ever its interpreter, at times its critic, always its friend, the McGraw-Hill Company has acquired through continuous, close contact an intimate knowledge of industry—its needs and its reactions.

Selling to industry is no game of blind man's buff.

A Unique Service to Industry

This knowledge, kept current by McGraw-Hill through the publishing of fifteen publications essential to industry, is available to manufacturers in formulating their sales and advertising plans. It will be a pleasure to assist manufacturers and their advertising agents in their efforts to lower costs of distribution.

As a preliminary, it would be well to read "Industrial Marketing," which graphically covers the results of a recent survey of the buying habits of industry. This will be sent upon request to any manufacturer whose market embraces any of the industries covered by the McGraw-Hill Publications.

This advertisement is the fourth of the series which is appearing in the following newspapers—*New York Times, Philadelphia Public Ledger, Pittsburgh Gazette-Times, Cleveland Plain Dealer, Detroit Free Press, Chicago Tribune* and *New York Herald-Tribune;* in the following advertising papers—*Printers' Ink, Advertising and Selling Fortnightly, Class,* and in the McGraw-Hill Publications. The purpose of these advertisements is to arouse a national appreciation of the need for improving industrial sales efficiency, and to awaken a keener interest in the correct principles of industrial selling.

McGRAW-HILL COMPANY, INC., NEW YORK, CHICAGO, PHILADELPHIA, CLEVELAND, ST. LOUIS, SAN FRANCISCO, LONDON, PUBLISHERS OF

McGRAW-HILL PUBLICATIONS

REACHING A SUBSTANTIAL MAJORITY OF THE POTENTIAL BUYERS IN THE INDUSTRIES THEY SERVE

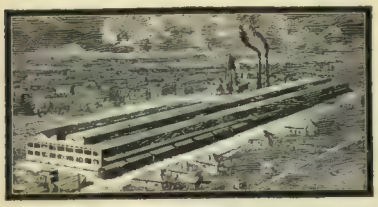
Mining
ENGINEERING & MINING JOURNAL PRESS
COAL AGE
Radio
RADIO RETAILING
RADIO TRADE DIRECTORY

Electrical
ELECTRICAL WORLD
JOURNAL OF ELECTRICITY
ELECTRICAL MERCHANDISING

Industrial
POWER • AMERICAN MACHINIST
CHEMICAL & METALLURGICAL ENGINEERING
INDUSTRIAL ENGINEER

Overseas
AMERICAN MACHINIST (EUROPEAN EDITION)
INGENIERIA INTERNACIONAL

Construction & Civil Engineering
ENGINEERING NEWS-RECORD
Transportation
ELECTRIC RAILWAY JOURNAL
BUS TRANSPORTATION



FACTORY EQUIPMENT purchased by furniture factories runs into millions of dollars annually.

New factories and new additions are taking the place of older plants.

Branches are being built in the South and in the Northwest.

Old machinery is being discarded and modern equipment is taking its place.

Building engineers and manufacturers of equipment that is used in making furniture find they can reach, through this journal, the men who have a great deal to say about where the money is spent.

This is the only audited circulation industrial paper published that serves the furniture manufacturer. We'll gladly send you sample copies and talk things over.

The Furniture Manufacturer & Artisan
GRAND RAPIDS, MICHIGAN
A. B. C. A. B. P.

In
SOUTH BEND
It's the
NEWS-TIMES

Our local advertising rates are 10% higher than the second paper.

We lead in local advertising.

Member of A.B.C.

Represented by
Lorenzen & Thompson, Inc.
New York
Chicago San Francisco

Putting Words Together for Memorable Effect

[CONTINUED FROM PAGE 34]

The device of rhyme, as emphasis, is probably the device of rhyme-words. And rhyme-words have emphasis. They do stick in the memory. Witness the little child learning its Mother Goose. On which words does it join in? On the rhyme-words. Witness the memory systems based on rhyme-words.

HOW many a clothier has asserted that he fitted thin men, stout men, regulars? Arnheim stated that he fitted "men angular, regular, globular." Now that is a phrasing, I maintain, which gets remembered. "Angular, regular, globular." Our mental tongue—we have one, you know—revels in rolling that about. Out of exactly such material did Gilbert and Sullivan build their famous patter songs. Who can hear "The Mikado" and not go away, phonographing for the rest of his life: "Kingdoms animal, vegetable and mineral?"

So, when John and Jane Publick find a fabric described as "shimmering, glimmering," or "airy, fairy," they are far more likely to remember it.

Often, rhyme can be used to make an antithesis even more memorable. Blue Jay uses it this way: "A corn isn't just a pain—it's a drain." The two-key words in rhyme. "Pain," drain,"—hooked together. Certainly, that line has a hundred times better chance of being remembered. Much the same strengthening is put by rhyme into the contrast.

Arnheim copy is full of this device. Summer fabrics are described as "bearable and wearable." Fit is defined as "a study in peculiarities and regularities."

Listerated Gum, in a poster, advises John Publick: "Keep bright, both mentally and dentally."

The rule would seem: The more memorability devices, the more memorable the result. Thus, it probably is possible for the copywriter to write as does the poet, and consciously strive for colorful effects. If he masters his art, the result will be neither forced nor mechanical; it will be those copy gems for which every advertiser hopes and every advertising man strives.

To refer again to Chateau Frontenac copy. Its main emphasis is always on the contrast between romantic old Quebec and the baronial flavor of the Chateau. This key thought was recently summed up in a sentence of ten words, which introduced six different emphasis, clearness and vividness devices. These were: Rhyme, Contrast, Parallelism, Alliteration, Inversion, Exclamation.

The sentence is worth discussing because of the effect thus obtained: "To roam in realms romantic, to dwell in halls gigantic!"

The main theme is the contrast between the place "to roam" and the place "to dwell." This contrast is heightened by an exactly parallel construction. The two key adjectives "romantic" and "gigantic" are emphasized by being put at the ends of their respective phrases—inversion! They are still further emphasized by rhyme. The first phrase has a lovely alliteration; note the "r" rolling through. The second has "l" and "g" sounds holding it together. Both phrases have the heightened dramatic effect of exclamation, and even own the swing of a marked rhythm.

This sort of copy-writing, desirable though it may seem, looks more difficult than cross-word puzzling. Yet, it isn't difficult. It is mostly the result of a cultivation of certain habits of writing. If copy-writers would only "spot" their sentences as visualizers do their layouts! The mixy sentence and the dull sentence should be as great a crime as the mixy layout and the dull layout.

BONWIT-TELLER, in typical retail style, had this:

"The smart woman assumes masculinity in her daytime attire, but is all the more gloriously feminine in the evening."

Any copy-writer with a feeling for word craftsmanship would here immediately see an opportunity. Let us begin by getting the two key words into rhyme and direct antithesis. This gives us "masculinity" and "femininity." Let us heighten the antithesis by opposing an adjective to "glorious"; "severe" goes well, with its "s" sound. Now, the thought of changing costume needs emphasis. Again, an opportunity for rhyme-words in contrast; we will oppose "assumes" with "resumes." "In her daytime attire" is too long a phrase to tag onto the end of the main thought. Shorten that to "in the daytime"; oppose it with "in the evening"; invert and separate the compound sentence into two separate sentences.

We have: "In the daytime, the smart woman assumes severe masculinity; in the evening, she resumes an all the more glorious femininity."

However, for that supreme skill in playing with words, which makes John Publick's ear tingle with delight, I must refer to what some one has called "Coleridge's splendid bit of foolery":

In Xanadu, did Kubla Khan
A stately pleasure dome decree,
Where Alph, the sacred river ran,
Through caverns measureless to man,
Down to a sunless sea.

This is one of the 3 or 4 most important outlets in America

HERE'S a unified, stable market in which a sound balance is maintained between industry, commerce and agriculture.

It comprises the world's greatest iron ore market and lake port district.

It is Ohio's greatest coal producing area.

In its agricultural development it rivals all other markets in the United States. Cleveland, the pivotal point of this area, is the second city of the United States in diversified industries, and the fifth in population.

Today, sales executives are thinking of distribution in terms of markets.

They are spotting their worthwhile markets, and in them are concentrating their major sales efforts, coordinating sales and advertising with powerful effect.

Can you think of a more propitious market than Northern Ohio in which to conduct such an aggressive campaign?

The Plain Dealer can help the manufacturer and seller of any product to determine his potential distribution anywhere in this market. It has recently published the 1925 edition of its highly instructive book "Cleveland's 3,000,000 Market and How to Sell it."

This book divides the entire Northern Ohio area into 11 merchandising zones. It gives the number and class of manufacturers, jobbers and retailers in each town of 1,000 or more population. It gives the population characteristics embracing the number of families and dwellings, the division between males and females, and a vast amount of information of invaluable assistance to anyone either possessing or seeking distribution in this market. It will be sent gratis to any responsible executive.

A Great Market Easily Reached Through One Newspaper

NATURALLY, you are in business to make a profit. Naturally, too, profits come biggest in sections where sales are large and selling costs comparatively small.

The Northern Ohio market offers you 3,000,000 people in an area that's compact, easily reached and economically handled. Its people are prosperous and strikingly responsive to advertising.

And—you can do an adequate advertising job throughout this entire market in one newspaper, at one advertising cost.

Many concerns, already well established, use the Plain Dealer to stimulate their sales—to give their product new life in this territory. Their experience has taught them that this newspaper reaches and sells the buyers of advertised merchandise of every kind and price, not only in Cleveland but throughout the rich district of which Cleveland is the buying center.

Others, marketing new products, use the Plain Dealer as a lever to help win distribution and public acceptance for their goods.

All of them have found that the Plain Dealer is not only one of the country's great newspapers but that it is also one of the greatest of advertising mediums.

The Plain Dealer is the only newspaper that reaches or even taps the buying power of the whole great Northern Ohio market. Without it you cannot do justice to your advertising and selling program in this district. With it you have the most powerful lever for sales you can possibly buy in Northern Ohio.

The Cleveland Plain Dealer

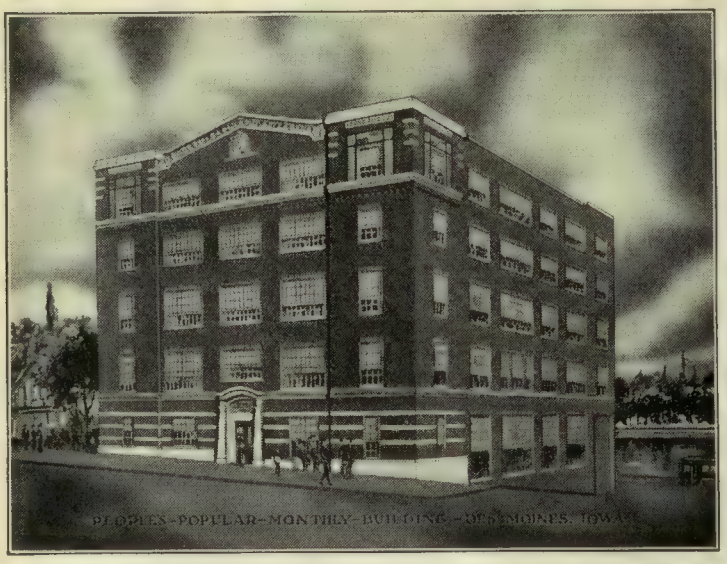
Cleveland's Greatest Salesman of ANY-Priced Merchandise

J. B. WOODWARD
110 E. 42nd St.
New York

WOODWARD & KELLY
350 N. Mich. Ave., Chicago
Fine Arts Bldg., Detroit

R. J. BIDWELL CO.
Times Building
Los Angeles

R. J. BIDWELL CO.
742 Market Street
San Francisco, Cal.



Financially Strong

Advertisers have a right to know the financial condition of a publication in which they are being asked to invest thousands of dollars.

People's Popular Monthly

Owns its own building and plant worth $250,000.
Has built the institution entirely from profits.
Is entirely owned by officers of the company.
Has a thirty years' history of consistent, conservative growth.
Has never missed an issue.
Is published under very favorable labor conditions.
Has a low overhead and manufacturing cost.

Is a Sound Investment

for advertisers anxious to send their story year after year into the small towns of America through the pages of an influential publication.

People's Popular Monthly

Des Moines, Iowa

CARL C. PROPER, President GRAHAM STEWART, Vice-President
A. M. PIPER, Secretary-Treasurer

If it has a plan back of it— it's an

EINSON-FREEMAN WINDOW DISPLAY

Specializing in window and store display advertising

327 E. 29th St.
Lexington 5780
New York City

When You're in the Rough—

And the words just won't come, use a Cram Cut. It will liven up your message and help you drive it home.

The Cram proofsheets are just loaded with good ideas for illustrating your house organs, booklets, sales letters, etc.

Cuts are One Dollar each, cheaper in quantities. Free proofsheets from Dept. B 109.

***The* CRAM STUDIOS**

Muskegon, Michigan

The Cub Salesman as a Sleuth

[CONTINUED FROM PAGE 20]

otherwise would have been necessary.

Cold canvassing for prospects, assisting at the demonstration, final installation and, sometimes, a general supervision after the product has been installed—all lie in the province of the junior salesman.

Close and intimate supervision of the junior's work by someone, either main office or senior salesman, is absolutely essential. While he may be useful to relieve the high-priced man of petty detail work, it must not be forgotten that he is a senior in embryo. He is there to see how it is all done, to watch the sales approach, to hear the sales argument. Unless the junior shows growing ability to handle sales himself, to take on the offices of senior salesman some day with a territory of his own and possibly a junior salesman under him, he might better be replaced at once, for he will never be more than a salaried clerk.

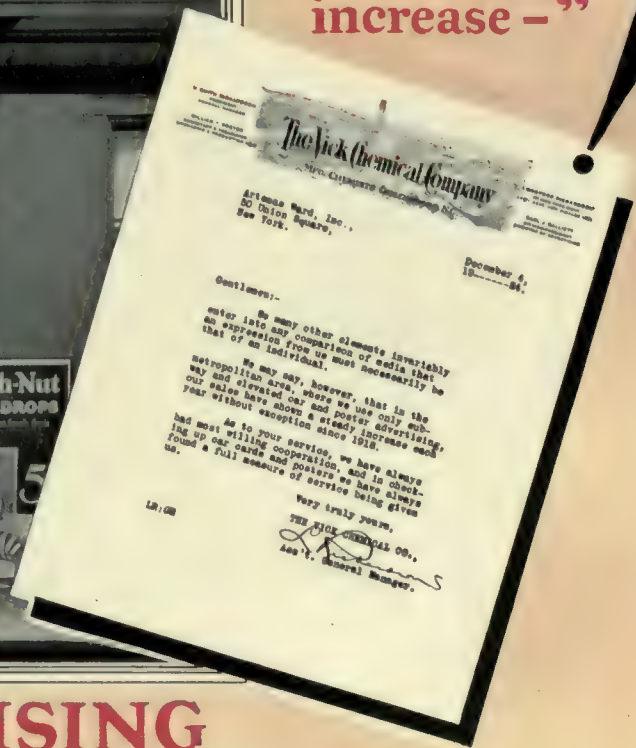
JUNIOR salesmen are almost invariably put on a straight salary basis. This may be paid by the company or its agency during the first month or so of training, and then taken over by the senior salesmen. Each senior is, in effect, a salesmanager. He assigns the work and the territory the youngster is to cover, watched, of course, more or less closely by the home office. Some home offices consider it of sufficient importance to establish extremely close relations with the junior men. They insist on careful weekly reports, both from the junior and from the senior over him. Other companies give but casual supervision from the home office.

The question of who bears the salary expense of the junior salesmen is more important than it may seem on the face of it. It is a peculiar fact that those companies most successful with junior salesmen, make their senior salesmen assume this charge. One manufacturer who failed miserably with his first experiment with juniors, laid the failure to the fact that the company assumed this expense, with the result that its senior salesmen did not find it entirely to their own advantage to watch and train the junior and used him for detail work instead of in the selling end. Later, this company took on a number of junior salesmen and guaranteeing their salaries for a certain period only. This time the junior work proved advantageous to both the salesmen and the company, and they found themselves building up an excellent force of young salesmen, carefully and practically trained in demonstrating and selling the product.

Those companies who do not pay the junior salesman a fixed salary usually arrange for a fifty-fifty commission basis with the senior salesmen. In one case the senior salesman of a specialty

"–where we use only Subway and Elevated

car and poster advertising our sales have shown a steady increase –"



The Vick Chemical Company

Artemas Ward, Inc.,
50 Union Square,
New York.

December 4,
19--

Gentlemen:-

Be many other elements inevitably enter into any comparison of media that an expression from us must necessarily be that of an individual.

We may say, however, that in the metropolitan area, where we use only subway and elevated car and poster advertising, our sales have shown a steady increase each year without exception since 1918.

As to your service, we have always had most willing cooperation, and in checking up car cards and posters we have always found a full measure of service being given us.

Very truly yours,
THE VICK CHEMICAL CO.,
Ass't. General Manager.

LR:GB

INTERBOROUGH ADVERTISING

CONTROLLED BY

50 UNION SQ. **ARTEMAS WARD, INC.** NEW YORK N.Y.

Exclusively SUBWAY *and* ELEVATED

THE BEACON JOURNAL

AKRON, OHIO

(*Evening*)

and the

SPRINGFIELD SUN

SPRINGFIELD, OHIO

(*Morning and Sunday*)

*A*nnounce that

Story, Brooks & Finley, Inc.

New York Chicago Philadelphia

San Francisco Los Angeles

now represent them both in the East and West

house pays only a $10 weekly salary and 10 per cent of his own commission on sales. Another company permits a fair salary plus a fifty-fifty commission basis.

The assumption of junior salesmen requires considerable advance planning. Both the market possibilities of the product and the character and caliber of senior salesmen must be considered. It means actual money investment by company and senior salesmen alike. As the mortality is high it is an investment which must not be entered into rashly. And yet it must be remembered that the best senior salesmen evolve from these juniors. They have passed through an intensive period of training, a training which is practically prohibitive if applied to high-priced salesmen who must chafe at slow results. It is a practical means of reducing selling expense while training and promoting individual efficiency.

Lieut. Col. Edward F. Lawton

Assistant managing proprietor of the London *Daily Telegraph*, was elected chairman of the Fourteenth District of the Associated Advertising Clubs of the World (British Isles) to succeed G. Harold Vernon, also of London, at the first annual British advertising convention at Harrogate, Yorkshire, England. Arthur Chadwick, managing director, Amalgamated Publicity Service, London, was elected honorary treasurer, and Andrew Milne, also of London, was reelected honorary secretary. C. K. Woodbridge, president of the Associated Advertising Clubs of the World and president of the Dictaphone Corporation, New York, was a guest of honor. Plans were announced for an international made-in-Britain advertising campaign. This plan was suggested by Ramsay MacDonald, former prime minister, with the aim of restoring British trade to its pre-war position.

Edmund S. Whitten, Inc.

Is the name of a new general advertising agency which has been established at 141 Milk Street, Boston, Mass. The officers of the new concern are: president and treasurer, Edmund S. Whitten, formerly account executive with the Boston office of Albert Frank & Company; vice-president, Roland R. Darling, formerly with Brown & Sharpe of Providence; assistant treasurer, Cheney L. Hatch, formerly with C. W. Whittier of Boston, and, secretary, Ray F. Emerton.

"Fairchild's International Magazine"

Is being printed in English in Paris, France. The first issue of ten thousand copies was recently placed in circulation. The magazine will appear monthly from now on and will be devoted to résumés of the international textile and apparel worlds, both men's and women's apparel, together with world-wide news events in these industries.

Kenneth B. Groser

Who recently joined the staff of *Columbia Magazine*, will have charge of the New York State territory for that publication.

Reliable Counsellors

The president of a great textile manufacturing concern near Philadelphia asked us to name the man who was best fitted to become their New York representative at a salary of $15,000 a year.

We named the man who is now vice-president and agent of the corporation in question. We didn't do it for money. No bill was rendered to the man or the corporation for a service of this kind. The only thing we have to sell is subscriptions to and advertising space in the American Wool and Cotton Reporter.

We get hundreds of jobs for men in the course of a year, but we don't run a commercial employment agency and we don't make any money out of it, so we don't recommend a man unless he is worthy.

Nor do we solicit or carry any advertising in the American Wool and Cotton Reporter that doesn't belong there. We don't tell a man that there are opportunities for him in the textile industry unless the opportunities are patent. If you can't make a success in the textile industry, we don't want your advertising.

Within a year, a manufacturer of wooden cogs—that is, wooden teeth for big gears—asked us about the possibilities in the textile industry. We told him it offered no outlet for his product. We turned down this advertising—but another textile paper accepted and published it.

If you have something for the textile industry, if your prices and qualities are competitive, come along with us and we will show you something.

Standard 7 x 10 Page **Established 1887**

Charter Member A. B. C.

American Wool and Cotton Reporter

BENNETT SERVICE

Recognized Organ of the Great Textile Manufacturing Industries of America
The Oldest Textile Paper of Continuous Publication in the United States
Largest Circulation in the United States of any Textile Publication

530 Atlantic Avenue
Boston

518 Johnston Bldg.
Charlotte, N. C.

$23,000,000 *PLUS!*

The Womans Press, official Y. W. C. A. magazine reaches those who specify and say O.K. to the $23,000,000 Y.W.C.A. organization budget.

And in addition, it reaches the 600,000 Y.W.C.A. members, all of whom buy luxuries and necessities for their daily use.

There is a sales opportunity for *you*. Write for rates.

The Womans Press

600 Lexington Avenue New York

Distinctive Service

DISTINCTIVE features of POWER PLANT ENGINEERING, which have proved their value throughout its 29 years' service to the power plant field, are:

First, it gives to men who directly control the country's foremost power plants the authoritative information necessary to the installation and operation of their plants.

Second, the sole activities of its entire organization are directed toward making this one publication most helpful to the influential clientele it serves.

Third, its frequency of issue, the first and fifteenth of each month, correctly meets the professional needs of its subscribers, and effectively and economically serves its advertisers.

High quality circulation, close reader contact and low cost are assured to advertisers in POWER PLANT ENGINEERING.

Member Associated Business Papers, Inc.
Member Audit Bureau of Circulations.

POWER PLANT ENGINEERING
537 So. Dearborn St., Chicago, Ill.

A Literary Man Looks at Advertising

[CONTINUED FROM PAGE 24]

ticular performance would be to write copy. Somewhat startled, then, he was when early among his duties was put up to him such problems as finding people to fill jobs, at very sizable salaries, with various clients; considering such questions as editing books by highly distinguished authors; making speeches before audiences of business librarians and sundry other congregations; studying the carrying value of scientifically wrought-out juxtapositions of colors; pondering a possible improvement for typewriters; seeking an attractive name for a new brand of—well, anything you please; and much more.

For, you see, an advertising house of the first rank nowadays functions as a business counsellor generally to its clients and holds a confidential relationship to them.

HONESTLY, now, isn't a lot of advertising copy absurd and ridiculous stuff? And is not a considerable amount of advertising now current, even when sensible enough in thought, very poorly written? Quite so. And anyone at all sensitive to the quality of writing will find, all around, a good deal of other copy of which he could say the same thing—in countless Sunday stories, many magazine articles, numerous editorial columns, book reviews in various quarters, and in more or less of the most flourishing fiction.

The writer of first-rate advertising can make as much use as almost anybody else of a full mind. The hobby of one of the most successful advertising writers going, our friend learned, is biography; and he is reputed to have assembled in this field a remarkable library for a young man. His shelves, marshalling the lives of men eminent in every field, are among the prime tools of his trade. An outstanding recent advertisement, you may have noticed, led off with a quotation from Herodotus. At any time, something of the best that has been said or thought in the world may serve as a cue for the writer of advertising, well or indeed ill, according to the degree of his literacy and taste.

Does anyone doubt that the production of advertising presents an opportunity for the play of the alertest kind of news sense? Let's see. Our friend turned through the proofs of advertisements published by one department store, and came at haphazard upon such items as these, among innumerable others of a like kind, which had fed the mind of the copy writer: A remark by Rudyard Kipling about "decent and wary economy" which he made on the occasion of his installation as Lord Rector of St. Andrew's University; the announcement of the authorities at Princeton of their estimate of the necessary expense of a four-year course; a *mot* by Frank Tinney; an excerpt from H. G. Wells calling attention to a story by John D. Rockefeller concerning a lesson he learned while digging potatoes; the appearance of a certain cartoon by Rolin Kirby, and also one by J. N. Darling; a letter printed in H. I. Phillips's column in the New York *Sun;* a railroad ruling affecting Long Island commuters; a relation by Mrs. Tom Mix in Photoplay concerning diamonds as insurance; a reference to a point scored years ago by Joseph H. Choate in summing up in court; an editorial in the New York *Times;* an allusion to Death Valley Scotty, one time king of spenders, in his old age reported broke; the title of "The Seventh Heaven;" and a recollection of President Coolidge by one of his fellow graduates of Amherst.

This harvest of the world's daily goings on was employed in a highly modern form of advertising called "institutional" in which is now expended an amount of talent and skill quite comparable to that employed in the best journalism current. It wouldn't be a bad idea at all for the academic courses in English composition to consider, as examples of clean-cut, clear-headed, high-class writing of the day a selection from among the best specimens of our modern advertising. I say that Stevenson would not scorn to acquaint himself with such samples of lucid, nervous (in the nice meaning of the word) and well-groomed writing.

AN amount of preparation which will considerably surprise anyone on the outside often precedes the composition of an advertisement. In the library of the advertising agency where our journalist friend got his job, there is a staff of seven people; the library consists of more than a thousand volumes, more than five hundred different magazines and trade journals are received, and the clipping file consists of thousands of articles, reports, surveys and so on. When a great newspaper, as venerable almost as the hills, was to become the client of an agency as fresh, in a slight figure of speech, as the morning, the agency gathered data that measured up into forty pages of compact information. In this was recorded, among much else, such concrete matter as exactly the number of columns and lines of foreign news, of financial news, of sporting news, and so on, printed by the newspaper within a specified time; the number of news beats secured by

PRINCIPLES
to which we *adhere*

IN THIS AGENCY the advertiser's interests are under the constant supervision of the executives. The client is always in touch with the principals. His problems and plans have the serious attention of executives and service men alike, and are discussed and analyzed by them at all times.

ADVERTISERS served by our organization may be sure that any plan presented is the deliberate, matured conviction of several trained merchandising men. We are constantly working to make the advertising and merchandising efforts of our clients produce greater results.

WITH US, an advertiser is made to feel that we are a unit of his own organization, functioning with his sales department, his advertising dedepartment,—in fact with his entire organization, but in an infinitely closer way than is usual.

OUR POLICY is to render a service of a close personal nature and fundamentally sound; a service that warrants years of association.

If you would like to talk with one of the owners of an agency founded on these principles—write us.

LAMPORT-MacDONALD COMPANY

ADVERTISING MacD MERCHANDISING

J. M. S. BUILDING
SOUTH BEND, INDIANA

APPROXIMATELY 50,000,000 people—nearly half the population of the country—are served by gas thru 10,000,000 meters. The scope and size of this industry is tremendous. And it can be covered 99.47% by Gas Age-Record.

Gas Age-Record
9 East 38th Street,
New York
A. B. C. A. B. P.

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

Gas Age-Record
"The Spokesman of the Gas Industry"

the newspaper, all within that time; the number and location of its correspondents abroad and at home, and so on. Then? From all this was dug out by a man who has written goodness knows how much for, at one time and another, every important paper in New York City, what might reasonably be assumed to be the points most effective for emphasis. This he did not do within the twinkling of an eye. And every one of these terse statements was entirely rewritten by a colleague, also a former newspaper man. Then the first writer criticized minor points in the work of the other man, and the paragraphs were again revised in proof.

Take a look, too, said our friend at this picture:

Three professional writers of reputable standing and years of experience (all of them, by the way, former editors of magazines of large national circulation) spending, altogether, hours over one piece of copy—highly paid men, valuable time going by all the while. They work in one of the most rapidly growing advertisement houses in the field; would not almost anybody be likely to think that they would say to themselves: "What's the matter with our copy, it's successful enough, isn't it?" But no, this business house is not satisfied with merely being successful. It hires a journalist from the outside, and, in heaven's name, what for? In good measure, to jack up the copy of the establishment generally, and bring it nearer to the pure milk of the written word.

Hal. T. Boulden & Associates, Inc.

Publishers' representatives, have been appointed eastern advertising managers of *All-Sports Magazine* of Chicago. This publication will be handled from the New York office under the direction of Don. F. Whittaker, vice-president of the Boulden organization.

Joseph Ewing

Until recently in business for himself as merchandising counsel, has been appointed vice-president in charge of sales for the Simmons Company, manufacturers of beds. He will maintain offices both in New York and Chicago.

United Advertising Corporation

Has purchased from Henry Engel the poster advertising plants in Middletown, Conn., and East Hampton, Conn. These will be operated from the New Haven office of the United Advertising Corporation under the management of Oliver V. Ober.

Charles C. Green Advertising Agency, Inc.

Philadelphia office, will direct newspaper advertising for Bown & Company, investment bankers, same city.

T. A. McMillan

Advertising manager of the *Knoxville* (Tenn.) *Journal*, has been appointed advertising manager of the *Knoxville News*, succeeding P. T. Fogarty.

Showing that:

A Rope Must Also Be Long.

IT was one of the best wells in the country. And so he tied a big, strong rope on to his very best bucket and let her down. But when he pulled up and measured the results, he said out loud: "Somebody has lied about that well. I've tried that same rope and that identical bucket elsewhere and they always brought up the stuff."

If he had used a longer rope, everything would have been O. K.

On the lower portion of the map of these United States is a market of vast resources—the South. A market that can be easily reached through the right medium. But you can't reach the South through magazines alone. Even the biggest of the magazines fall short—giving a circulation equal to barely more than 1% of the total population of ten wealthy Southern States.

On the other hand, newspaper advertising in this section shows wonderful results. The South reads newspapers—READS them. Not merely scanning them and throwing them aside.

The new South with its ever-increasing earning power presents the most virile market at hand. Southern newspapers not only cover the territory, nook and corner, but also offer a merchandising service specialized to local conditions.

For detailed information as to the possibilites of the South as a market, write to the Southern Newspaper Publishers' Association at Chattanooga, Tennessee, or to any of the newspapers listed below.

THESE NEWSPAPERS COVER THE SOUTH FROM TOP TO BOTTOM

ALABAMA
Anniston Star
Birmingham Age-Herald
Birmingham News
Huntsville Times
Mobile Item
Mobile Register
Montgomery Advertiser
Montgomery Journal
Opelika News

FLORIDA
DeLand News
Fort Myers Press
Gainesville Sun
Jacksonville Journal
Jacksonville Times-Union
Lakeland Star-Telegram
Miami Herald
Miami News
Orlando Reporter-Star
Orlando Sentinel
Palm Beach News
Sanford Herald
St. Augustine Record
St. Petersburg Independent
St. Petersburg Times
Tampa Times
Tampa Tribune
West Palm Beach Post

GEORGIA
Albany Herald
Atlanta Constitution
Atlanta Journal
Augusta Herald
Columbus Ledger
Moultrie Observer
Savannah News
Thomasville Times-Enterprise
Waycross Journal-Herald

KENTUCKY
Paducah Sun

LOUISIANA
Baton Rouge State-Times
LaFayette Advertiser
Lake Charles American Press
Monroe News-Star
New Orleans Daily States
New Orleans Item-Tribune
New Orleans Times-Picayune
Shreveport Times

MISSISSIPPI
Greenwood Commonwealth
Gulfport and Biloxi Herald

NORTH CAROLINA
Asheville Citizen
Asheville Times
Charlotte News
Charlotte Observer
Concord Tribune
Elizabeth City Advance
Fayetteville Observer
Gastonia Gazette
Greensboro News
Henderson Dispatch
Hickory Record
Kinston Free Press
Raleigh News and Observer
Raleigh Times
Rocky Mt. Telegram
Salisbury Post
Winston-Salem Sentinel

SOUTH CAROLINA
Charleston News & Courier
Columbia Record
Columbia State
Rock Hill Herald
Spartanburg Sun
Sumter Item

TENNESSEE
Chattanooga News
Chattanooga Times
Clarksville Leaf-Chronicle
Columbia Herald
Greeneville Democrat-Sun
Knoxville Journal
Knoxville Sentinel
Memphis Commercial Appeal
Memphis Press
Nashville Banner

VIRGINIA
Clifton Forge Review
Danville Bee
Danville News
Danville Register
Fredericksburg Daily Star
Lynchburg Advance
Lynchburg News
Richmond News Leader
Roanoke Times
Roanoke World News
Staunton Leader
Staunton News-Leader
Winchester Star

VIRGINIA-TENNESSEE
Bristol Herald-Courier
Bristol News

SOUTHERN NEWSPAPER PUBLISHERS ASSOCIATION

"Sell it South Through Newspapers"

Size

YOU remember that old crack about: "How long should a man's legs be?" The trick answer was: "Why, just long enough to reach the ground."

There has been a lot of discussion about the sizes of magazines and the standardization of sizes. We, ourselves, are not at all convinced that one size for all media (as some extreme advocates of "gone-to-seed" efficiency urge) would be a beneficial thing. Of course, it would greatly lighten the work of the copy and production department. But that is about all the benefits discernible.

A race of men all of exactly the same size might temporarily be a good thing for the ready-made clothing trade. But, the benefits to the trade would soon fade and then think how monotonous the matter would become to the dear girls. Those whose heroes simply had to be tall would be equally as despondent as the sweet things whose gentlemen friends had to be short and fat.

Variety is the spice of life and, verily, it is the breath of advertising. By all means, let the sizes of the media be various.

Now, for ourselves, we are committed to the small, pocket size—the homeopathic dose, if you will.

Set a man down to a mass of coarse food and he must be ravenous if it does not turn his stomach. But, serve him a tasty thin-cut sandwich, on a snowy doily, as the saying goes, and he must be cloyed indeed if he does not give it at least a nibble.

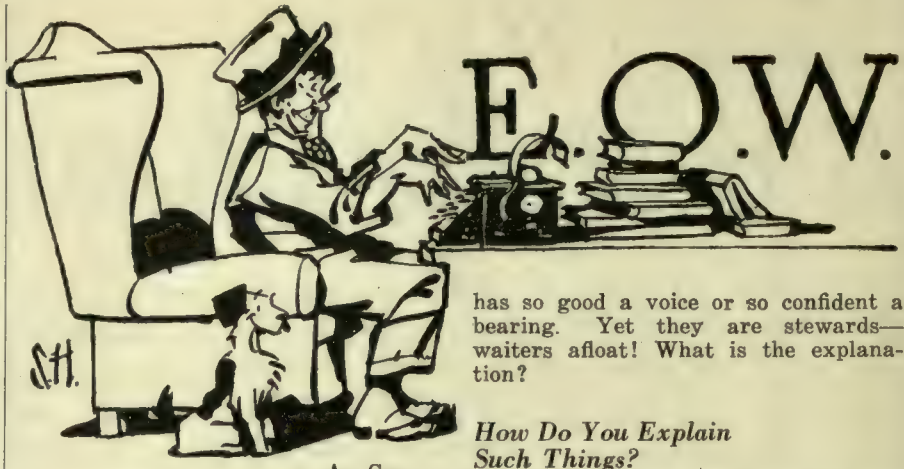
Not only does the pocket size help to avoid the fatal overdose, but it is convenient as well. When we wish one to do our will, our chances of inducing him to do it are helped by making it convenient for him. Convenience is an inducement.

All publishers must strive to get their magazines read. That's what the magazines are for. Fail in this and you fail in all.

A. R. Mauer.

for
INDUSTRIAL POWER
440 So. Dearborn St.
Chicago, Ill.

INDUSTRIAL POWER is put up in convenient pocket size. That's just one reason why it gets such a thorough reading by the more than 100,000 industrial officials whom it reaches each month.



AT SEA

They've Been Hit Pretty Hard

The United States Immigration Law has hit the trans-Atlantic steamship companies pretty hard—so hard that some of them are finding it difficult to "carry on."

The last time I crossed the Atlantic—that was in 1913—the steamer on which I traveled from Naples to New York had 2200 passengers in the steerage. The steerage rate at that time was $50. So, from the third class alone, that steamer's revenue was more than $100,000 for the voyage.

The steamer on which I am traveling at the present time, has only ten third-class passengers; and its earnings from that source are less than $1,000. On its last westbound voyage, this same vessel had only 93 third-class passengers.

No wonder first and second cabin rates have been doubled—and more. The movement of freight to and from Europe is still far from normal. Fact is, many of the passenger steamers in service on the north Atlantic are carrying no cargo at all.

Waiters Afloat!

I can understand why a man who has music in his soul should decide to be a 'cello-player; but why anyone should deliberately select a double-base—a "dog-kennel," as the light-minded call it—as his life's companion is quite beyond me.

In like manner, I can understand why men of a certain type become waiters; but why anyone should choose to be a waiter aboard a trans-Atlantic steamship—that, too, is a mystery to me.

Yet most of the men who act as stewards on the great liners impress one as considerably above the average in intelligence—rather more so, as far as surface indications go, than the majority of the men and women they serve. At my table on the ——— are two stewards who seem to me to have qualifications which many a millionaire lacks. That makes it all the harder to understand why they are what they are. No advertising agency "contact man" of my acquaintance has half—or a quarter—their tact. None has so good a voice or so confident a bearing. Yet they are stewards—waiters afloat! What is the explanation?

How Do You Explain Such Things?

Last year, a tin manufacturer tells me, he made millions upon millions of ice cream spoons in the belief that the demand for them would be at least as large as in previous years. He was mistaken. Paper spoons had the call. He got rid of his tin spoons, but at a price so low that he decided not to make any more.

This year he is flooded with orders for tin spoons. He could, he says, sell twice as many as he made last year and at entirely satisfactory prices.

How do you explain such things?

Well Bred!

I have been in correspondence, lately, with several English and Scotch steamship companies and London hotels. And I have been greatly impressed with the "tone" of their letters.

Every question I asked them—no matter how trifling it might be—was answered completely and to my entire satisfaction. And apparently without effort on the part of the writers, I have been made to realize that I am a man whose patronage is desired.

Such letters are more than "efficient"—they are well bred.

Only Gods Are Good Enough for It

On rather more than half of the (about) 125 steamships in service on the North Atlantic, excellent accommodations can be had for $175 a berth.

Is the everyday American who goes abroad satisfied with the accommodations he can secure for that amount of money? Not at all! For some reason which I have never been able to uncover, he insists on paying anywhere from $500 up. "What difference does it make?" is his attitude.

The trans-Atlantic steamship companies, knowing this, act accordingly. With this result: The largest and finest of the express steamers on the Atlantic are overpowering in their magnificence. Never do I go aboard one of them without saying to myself, "Really, this sort of thing is altogether too splendid for human beings. Only gods are good enough for it."

JAMOC.

If Every Agency Man knew what every hardware man knows, Hardware Age would be on every hardware list.

The Human Side *of a* Great Business Publication

Back of every great enterprise is a human element contributed by those men whose experiences and personalities are reflected in that enterprise.

This is the element that molds opinion, creates good will and makes or mars its success.

Frank Mappes, Contributing Editor
(Store Management and Store Arrangement)

TO Frank Mappes the hardware field is indebted for the intensely practical counsel he so freely gives in his HARDWARE AGE articles on the arrangement and management of hardware stores.

Mr. Mappes brings to his editorial work a broad experience of twenty years as store engineer. In this capacity he has analyzed and reorganized many retail businesses. He has rebuilt equipment as well as organizations; he has re-designed many stores and has put systems in many others.

Some of the best designed and most efficiently organized hardware stores in the country stand as monuments to his genius in his calling.

During his connection with the Winchester Company he acted as adviser and store engineer for the five thousand Winchester dealers.

Mr. Mappes is now giving the readers of HARDWARE AGE the benefit of his experience, both through his published articles and through his personal attention to the many problems dealers submit to him.

His enthusiasm for efficient store arrangement is catching. Thousands of dealers are bettering the appearance and selling power of their stores by following his suggestions.

Mr. Mappes' work is an important feature of the well-rounded, business-building service to its readers that has placed HARDWARE AGE in the forefront as one of America's most influential and successful business papers.

"The Most Influential Hardware Paper"

Hardware Age

A.B.C. A.B.P.

239 West 39th Street New York City

The Charge Against the Department Store

[CONTINUED FROM PAGE 18]

always and he was not interested. Inasmuch as the line was entirely new, I remonstrated, but got only a shrug in reply.

"THIS was merely a slight foretaste of the things I was to experience, reaching a climax not long ago. We had tried for six years to reach a certain buyer, who simply would not be seen. Four of my salesmen tried and failed, and then I tried. Five times I made a definite appointment, and five times word was sent out 'not today.' There was not the slightest regard for appointment or courtesy. I went to the head of the store finally, and he hardly could believe such a story possible; a story of a reputable high grade concern trying for six years with five men, including the sales manager, to secure an audience to show that store how to make more money on our type of goods. The owner of the store called the buyer in, and we got an order.

"There is, however, vastly more to this matter of uneconomic buying practices by department store buyers. Take the fundamental matter of equalizing production by means of cooperation between buyer and seller; a matter which Herbert Hoover has stressed in his writings and speeches on waste.

"I saw a certain department store buyer in May or June and had our holiday lines ready. She was interested, even admitted that she intended to order, but said: 'I'll see you on my return from Europe in August or September.' I pointed out how, if the order were placed now it would be financially to the store's advantage; how it would eliminate overtime hurry, disappointment due to orders all coming in with a rush in one season. She only repeated dully, 'I'll see you when I come back from Europe.' I stuck to the argument, agreed to guarantee prices against decline. As a responsible sales-manager, I had my vision of the mill operating wastefully on part time, idling until the grand fall crush. I could get nothing more intelligent out of this buyer than 'I'll see you when I come back from Europe.' This is entirely typical. There is a mad department store rush to place orders in the latter part of the year. Labor costs are boosted up, labor troubles fomented and factory workers' lives made chaotic by such practice. But reason is not in these buyers; they follow their narrow paths regardless.

"If you have an idea that after all they may simply be following what is good merchandising principle for them, just contrast these department store buyers with the chain store buyers. In March the chain stores have already placed their orders; everything is all signed, sealed and arranged. But there is not a sign of life from department store buyers, nor will there be for many months to come. The chain store should be entitled to a price advantage for such fundamental buying. If the department stores were as business-like, a 10 per cent reduction in full, all around, would easily be possible.

"But, with all the department stores great palaver and excitement over price, they fail to look at the larger issues of merchandising. I once worked out a plan whereby a certain large department store could save $5,000 a year on our line of goods. It was a real saving and a capable merchandising analysis, as was later fully proved. But do you suppose I could get the $40 a week buyer in the store to examine carefully and act on this plan which would save her store more than her salary? 'I'll take it up six months from now,' was the answer. And six months later it was postponed for another six months. Here was I, earning at least five times her salary, an expert in my line of goods, giving her store the chance to save $5000 a year, and I was obliged to cool my heels for a total of about 10 hours to no purpose during the course of an entire year! When you tell me that department stores are our keenest merchandisers, you will pardon me if I laugh—after making the right exceptions, for of course there are plenty of such exceptions. But they are *exceptions*, and not the rule. The chain stores are far and away the country's keenest merchandisers; no wonder they are the fastest growing distributors in the country, by long odds. They put real brains on the job of buying.

"NOW I am going to make the indictment more truly serious—the indictment of lying and cheating and taking bribes. I make no blanket accusation, and I do not even insinuate that these dishonest practices are general. But any fair-minded man who has had experience with department stores will certainly agree with me that they are so widespread as to be a business scandal of no mean proportion in this field. Certainly here they are much beyond the proportion in which they are found in most other lines of business.

"I regard it as downright lying when, as has happened to me a number of times, under promises of other business, I have sold goods at no profit or even a loss because the buyer insisted he wanted goods to retail at 25 cents. After making the sacrifice, and later checking up the store, I found that it was being sold not at 25 cents, but at 35 cents. When faced with the facts, the buyer said brazenly the article was too good to sell at 25 cents. That he lied to me was of no consequence to him; he had 'put it over' and that satisfied him.

"Innumerable other examples can be given by manufacturers who have received one promise or another to induce them to part with goods at cost or less; which promises were never kept nor were the orders placed which were held out as bait. I recall one instance even more downright than this. I took a buyer to our factory, entertained him and on his earnest request made up a 'job lot' for him which he could feature, as a bargain to accompany a bill of goods he said he would take at our regular line. *The job lot was kept but the regular goods returned.* I maintain that such methods constitute lying and cheating; I am not satisfied with the more gentle term 'sharp practice.'

"AS for bribery, it certainly does exist, and it is an ugly, secret, festering sore which is hard to get at. Bribery, you will understand, takes a variety of subtle forms, but stays bribery just the same. The seriousness of this situation you may judge when I tell you that a certain New York department store requires all its orders to carry a notice, which is printed on the order blank, stating that buyers accepting any emolument will be discharged and sellers offering any will be blacklisted.

"There are a great many minor off-standard practices I might speak of, such as the conscienceless abuse of consignment and negligence of customers' goods. I know one store which returned a certain valuable garment jammed up like a rag in a common shoe box! You are probably already familiar with the brazen misuse of consignment by some of our best stores, who try to get manufacturers to carry the risk until they sell, thus aiming to make the manufacturers supply the store's working capital. The organized garment trades have courageously fought this tendency.

"On the department store's side it is only fair to say that they have a hard job. In New York department stores have about 900 salesmen per day calling on them, and you can imagine what kind of salesmen some of them are!"

The specious, double-faced attitude of some department stores is shown by the following facts, related by one of the biggest national advertisers in the country: A certain department store

In view of certain rumors, we wish to emphatically state that the Lejaren à Hiller Studios, Inc., have absolutely no connection with any other photographic organization.

We will continue to produce the highest quality of art work.

Lejaren à Hiller Studios, Inc.
461 Eighth Avenue
New York City

first IN OHIO IN PAID ADVERTISING

By 1,210,736 Lines

First six months 1925, The Columbus Dispatch exceeded the next largest Ohio Newspaper by 1,210,736 lines—and all other Columbus newspapers combined by 1,952,515 lines.

Net Paid Circulation

City	54,851
Suburban	28,024
Country	22,944
TOTAL CIRCULATION	105,819

The Columbus Dispatch
OHIO'S GREATEST HOME DAILY

Poster advertising will add a real punch to your advertising campaign.

Learn the facts about this hard-hitting medium as interestingly told each month in

The POSTER

307 S. Green St., Chicago

Sample copy 30¢
Three Dollars Yearly

National Miller
Established 1895
A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. paper in the field.
630 W. JACKSON BLVD., CHICAGO

demands of its harassed buyers that they secure at least 26 per cent on every item they buy, that being their "cost of doing business." The question of turnover is entirely obscured and side-tracked. The buyer of this department store, unsuccessfully tried to get special terms from this advertiser on this specious argument, and the head of the national advertiser's research department went to see the head of the store, who repeated the specious argument, fulminating indignantly at the 3 to 5 per cent profit which this national advertiser's terms offer. It's outrageous to expect us to sell on such terms when our cost is 26 per cent," was the complaint.

"But you *have* been selling our goods for several years," mildly said the research man, who eats figures; "do you claim to have lost money on our goods which have a turnover of 12 to 20 times a year?"

The head of the store began to hedge.

"According to your story," continued the research man, "you lose 21 per cent every time you make a sale of our goods! Be a good fellow and let me see the figures of what your profit on our goods was last year."

AFTER a little further hedging and dodging the department store man admitted that 42 per cent was the profit made! The "26 per cent" stuff was simply a club held over the buyers; a story to use on manufacturers who would fall for it.

It is a further fact that many department stores insist on and get a 3, 4 or 5 per cent additional allowance for advertising; which — unless the manufacturers' price is increased to meet it—or unless he does no advertising — is an unfair and unsound charge; as unsound as for the department store to ask the manufacturer to pay his rent. It is only further evidence of the general unsoundness of department store-manufacturer relationships; in particular an unsoundness to national advertisers.

The fault, I believe, lies with department store management. It puts terrific pressure on low-salaried buyers to get bargain merchandise, and gives them no really sound guidance in buying. The "merchandise managers" are aloof somewhere in a sanctorium and are out of touch with manufacturers. *There ought to be a real salesmanager in every department store,* who does nothing but study manufacturers.

Dr. Melville Copeland of Harvard has pointed out how the department store's cost of doing business is 1.5 per cent higher with the stores doing $1,000,000 annually or over, than with the stores doing less than a million volume. This is one reason why the pressure on buyers is so excessively keen in larger institutions. But it is an open question whether the basic merchandising policies followed by such stores have not been growing more and more unsound as the supply of distress merchandise has become less and less by reason of greater modern manufacturing efficiency.

experience

What will appeal to the majority is learned only by long experience.

For many years I have produced illustrations for magazine and newspaper advertising; also for booklets and window displays. These illustrations have been productive of results.

Fred'k Lowenheim
Illustrator
226 WEST 47th ST.
NEW YORK CITY
CHICKERING 8880

HOTEL EMPIRE

New York's newest and most beautifully furnished hotel — accomodating 1034 guests
Broadway at 63rd Street.
ROOM WITH PRIVATE TOILET $2.50
ROOM WITH PRIVATE BATH $3.50
ALL OUTSIDE ROOMS

AJD

The Only "Denne" in Canadian Advertising

You cannot effectively place your Canadian Advertising by merely consulting a Newspaper Directory. You need an Advertising Agency familiar with "on the spot" conditions. Write.

A. J. DENNE & Company Ltd.
Retord Bldg. TORONTO.

THE JEWELERS' CIRCULAR, New York, has for many years published more advertising than have seven other jewelry journals combined.

A TAYLOR THERMOMETER ADVERTISES 24 HOURS EVERY DAY

Agents whose clients' products are in keeping with thermometer advertising recommend *Taylor* Outdoor or Indoor Advertising Thermometers. All year round publicity, because of universal human interest in temperature.
Write for catalog and quantity prices.

Taylor Brothers Company
ROCHESTER, N. Y. N-38
(Division of Taylor Instrument Companies)

The Standard Advertising Register

is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.

National Register Publishing Co.
Incorporated
15 Moore St., New York City
R. W. Ferrel, Manager

Crew Work Up to Date

[CONTINUED FROM PAGE 30]

These orders are turned in to the grocer. A considerable number of persons may thus be reached in a very short time if the store is full.

When the grocer is not busy, the man calls to his attention such stocks as may be short, and takes the grocer's order. In many cases, the salesman takes such complete charge of the stock that he writes his own orders for the grocer. Usually on Saturday an all day demonstration is put on in some grocer's store. Selection of the store depends both on the results possible to obtain and on grocer's own sales.

The Shredded Wheat Company has used another plan which has proved successful. It offered the grocers a specified number of samples for free distribution with all orders over a certain size, so that when the grocer desired to get samples he was compelled to order a stock large enough to cause him to use effort to move it. This plan is open to considerable abuse, however, as overstocking might easily result in a loss of good will to the manufacturer. The Shredded Wheat sample consisted of a package containing two full size wheat biscuits. This tended to offset the disadvantages in that it was valuable enough to interest the consumer and thus concentrate attention on the product.

DEMONSTRATIONS are quite common, during which the product is either given away in miniature size or its use demonstrated and orders taken for the grocer. The makers of Jello are among the largest users of this type of sampling. The Jello is made up and offered to consumers in completed form, and this product makes an attractive display. The manufacturers of Gold Medal Flour have also used this plan, giving away miniature sacks, each containing about a cup of flour. Domino sugar also has been demonstrated in this way, the sample being two loaves of sugar in an attractive package.

In giving such a demonstration in the dealer's store, the samples must be small enough not to interfere with sales in order to get the dealer's cooperation.

The house-to-house sampling plan, up-to-date and *de luxe*, is used by some of the direct-to-consumer salesmen. They have capitalized shrewdly the old time sampling tradition, and played up to the very human desire for a sample. The Fuller Brush Company, operating thousands of carefully trained salesmen, uses a sample of its product in the shape of a vegetable brush; and the fullest psychological advantage is taken of the woman's interest in this sample.

Some food advertisers still use the house-to-house method, but also on a very modernized basis. The Calumet Baking Powder Company is using women with some domestic science

Object photography is a fine art . we have mastered to the satisfaction of many critical advertisers.

• • •

Courtesy Bonwit Teller Co.

FREDERICK BRADLEY :: *Photography for Advertisers*
435 FIFTH AVENUE, NEW YORK TELEPHONE CALEDONIA 5645

Your Story in PICTURE *leaves* NOTHING UNTOLD

MAN buys what he used to make—for his home—for his play. And the urge to buy, often even the sale itself, is made by *pictures*.

You are probably using pictures right now, in your catalogs, in your advertising. But after you have wisely spent good time and good money in getting the *right* pictures—don't forget to get the right *engravings*.

GATCHEL & MANNING, INC.
C. A. STINSON, *Pres.* *Photo-Engravers*

Gatchel & Manning Incorporated Photo Engravers

W. Washington Sq. 230 South 7th St.
PHILADELPHIA

"WHO IS THIS FELLOW?"

He's a ROTARIAN—He's a man of YOUTHFUL SPIRIT—He's a man of PERCEPTION—He's a PUBLIC-SPIRITED MAN—He's a SPORTSMAN—He's a FAMILY MAN—He's a BUSINESS MAN—He's a WELL-TO-DO MAN—He's a SUCCESSFUL MAN.

He represents a class of men who are leaders in nearly 200 busy communities. They are men who are looked up to 99% of them belong to from one to thirty other organizations and 60% are officers in other organizations.

85% of them own their own homes—96% of them are married and have a total of upward of 200,000 children.

They own and operate 300,000 motor trucks costing conservatively $300,000,000.

Verily they are fellows worth talking to—talk to them through their magazine.

Advertising Manager:
Frank R. Jennings
221 East 20th Street, Chicago

THE ROTARIAN
The Magazine of Service

Eastern Representatives:
Constantine & Jackson
7 W. 16th St., New York

Pacific Coast Representatives: Blanchard-Nichols-Coleman, San Francisco, Los Angeles, Seattle
Cincinnati, Ohio: A. Q. Gordon, 28 Pickering Bldg.
Member Audit Bureau of Circulations

DISPLAY advertising forms of Advertising and Selling Fortnightly close two weeks preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations for display advertisements to appear August 26th must reach us August 12th. Classified advertisements will be accepted up to Saturday, August 22nd.

THE AMERICAN ARCHITECT
A. B. C. Est. 1876 A. B. P.
Compare the editorial contents of all the architectural journals, then you will understand why THE AMERICAN ARCHITECT'S circulation is constantly increasing and why it holds a high renewal percentage.
Also why it annually carries the largest volume of advertising in its field.
Further information sent on request.
243 West 39th St. New York

American Lumberman
Est. 1873 A. B. C. CHICAGO
With over 100 paid correspondents in the largest producing and marketing centers the American Lumberman—published weekly—effectively
COVERS LUMBER FIELD

Bakers Weekly A.B.C.-A.B.P. New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

BOOT AND SHOE RECORDER
BOSTON
"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 13,423 copies weekly. (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

training, who go from house to house and demonstrate the baking powder test, which is done with a small alcohol stove carried with them. The housewife is thus instructed as to the relative chemical value of baking powder ingredients. The demonstrators are equipped to make anything that seems necessary. If the woman is baking, they sometimes make up a batch of biscuits for her, or some similar food products. This has proved very successful, and the Calumet Company has profited in increased sales in spite of the high cost per call. These demonstrators take orders whenever possible, delivery to be made through the woman's grocer. If the grocer is not prepared to take care of all these orders immediately, he is supplied at once from the demonstrators' stock. This company estimates that it pays from seventy-five cents to one dollar for each thirty-five cent can of powder sold in this way, but that increased demand makes this worth while.

A curious new way of sampling and getting paid for it is the use of the five and ten cent stores, which now have so great an outlet. The advertising value is high, and in most cases it is possible to put up miniature packages that will offer some profit even at the limited resale price. The article must be widely known and advertised, however, to reap good from this method of sampling. The purchase of the small size package is usually for the reason that the name is known, and the small size is convenient. Thus Pebeco tooth paste, Colgate's toothpaste, Williams', Colgate's and other shaving soaps, Cutex preparations, Bathasweet, Hind's face lotion, Pond's face creams and many other advertised products are purchased, for special use, to carry in the purse or traveling bag and for many other reasons that would not otherwise be bought. This plan has greatly increased the distribution, and often brings the product to the attention of a class of persons who would not otherwise sample it.

It is evident that sampling is not only more difficult to make pay today, but that unusual success may be achieved when it is done on a more dignified merchandising plane in careful synchronization with advertising and dealer work.

Walter F. Wyman

General sales manager of The Carter's Ink Company, has been appointed chairman of the export group session of the Direct Mail Advertising Association Convention to be held in Boston October 29.

G. W. Sherin

For the past six years advertising manager of the American Bosch Magneto Corporation, Springfield, Mass., has resigned from that organization. Previous to the war Mr. Sherin was Eastern manager for the Davey Tree Expert Company and later sales manager for the Foreign Tool and Machinery Company.

Advertising Calendar

SEPTEMBER 21-24—Advertising Specialty Association, Chicago, Ill.

SEPTEMBER 22-25—National Better Business Commission, Indianapolis, Ind.

OCTOBER 1 - 4 — International Congress of the Business Press, Paris, France.

OCTOBER 2-3—Conference of Advertising Club Executives, Indianapolis, Ind.

OCTOBER 5-6—National Advertising Commission, St. Louis, Mo.

OCTOBER 6-8—Convention of Window Display Advertising Association, Chicago.

OCTOBER 12-13—First district convention of Associated Advertising Clubs, Springfield, Mass.

OCTOBER 14-16 — Financial Advertisers' Association, Columbus, Ohio.

OCTOBER 15-16—Audit Bureau of Circulations, Chicago, Ill.

OCTOBER 19-21—Industrial Advertisers Association Convention, Atlantic City, N. J.

OCTOBER 26-27—Convention of Mail Advertising Service Association International, Boston, Mass.

OCTOBER 26-28 (tentative)—Insurance Advertising Conference, Boston, Mass.

OCTOBER 28-30—Convention of the Direct Mail Advertising Association, Boston, Mass.

NOVEMBER 16-18—Annual Meeting, Association of National Advertisers, Inc., Washington, D. C.

NOVEMBER 22-24—Seventh District Convention, Associated Advertising Clubs of the World, Oklahoma City, Okla.

JUNE 19-24, 1926—Twenty-second Annual Convention, Associated Advertising Clubs of the World, Philadelphia, Pa.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.

George C. Lucas

Formerly director of transportation for the National Publishers' Association, has been appointed executive secretary of that organization to succeed Frederic W. Hume. William I. Denning, for many years connected with the Post Office Department in Washington, has been retained by the association as counsel and adviser on matters pertaining to postal rates.

John L. Irvin

Formerly manager of the classified department of the *Des Moines Register and Evening Tribune*, has been appointed classified manager of the *New Orleans Item-Tribune.*

Clinton B. Willey

Has been appointed export sales manager of The Carter's Ink Company, Boston.

The Chambers Agency, Inc.

Louisville office, will direct advertising for the Bronchotone Manufacturing Company, Shreveport, La.

Charles S. Holbrook

Formerly on the advertising staff of the *New York Herald Tribune*, has been appointed to represent the *Engineering News-Record*, one of the McGraw publications, in the New England territory. His headquarters will be in Boston.

The
Book-Cadillac
DETROIT'S FINEST HOTEL

All Guest Rooms Above Sixth Floor

Guest rooms of the Book-Cadillac begin on the seventh floor, thus obtaining unusual advantages in light, air and freedom from traffic noise.

All rooms have full outside exposure, giving magnificent views over the city or the Detroit River. Six express elevators afford rapid access to lobby and public rooms.

Your stay at Book-Cadillac is further made enjoyable by a wide variety of restaurants, serving substantial food at moderate prices.

In warm weather all air supplied to restaurants is automatically cleaned and cooled

THE BOOK-CADILLAC HOTEL COMPANY, DETROIT
ROY CARRUTHERS, *President*

1200 ROOMS WITH BATH, $4 AND UP. 475 ROOMS AT $4 AND $5

Shoe and Leather Reporter
Boston
The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actualy do the buying for these industries. In its 67th year. Published each Thursday; $6 yearly. Member ABP and ABC.

Topeka Daily Capital
The only Kansas daily with circulation thruout the state. Thoroughly covers Topeka, a midwest primary market. Gives real co-operation. An Arthur Capper publication.
Topeka, Kansas

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays
THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

BUILDING AGE and The BUILDERS' JOURNAL
Subscribers have proven purchasing power of nearly two billion dollars yearly. Reaches contractors, builders, architects, etc., of known responsibility. Published monthly for 46 years.
Member A. B. C. and A. B. P.
239 West 39th St., New York; First National Bank Building, Chicago; 320 Market St., San Francisco.

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Political Posters Swing Britain's Vote

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bank of England notes in his hands. The text was almost nursery rhyme in effect, but skillfully designed through its rhythm to stay long in public consciousness.

Bolshevik, Bolshevik,
Where have you been?
Over to England
Where the Reds are still green.

Another design of an unemployed laborer showed him watching Pounds Sterling running across the sea to Russia. These colorful posters in pink, blue, red, green, mustard and the vivid scarlet of the red flag of Communism, held the attention of all England on every fence, wall, tree and post throughout the "tight little isle."

A simple, effective poster showed at one side of the picture a Bolshevik with the red flag and the inscription "You can't trust him or his Rag" and at the other side the Empire worker with the Union Jack above the heading "Put your Trust in Britain's Flag."

The Labor Party fought back with a clever appeal to the British love of football with a player heading the ball and the slogan "Use your Head and Vote Labor."

Another series in pastel shades pictured Mr. MacDonald as the "Hope of the World" being taken in hand by the Angel of Peace, while tiny figures representing Germany, Russia, France and other countries look up admiringly.

For three desperate weeks political posters claimed the attention of every man, woman and child and by their radical colors, their vivid picturization, and their adept choice of few and simple words carried the political situation deep into the minds of the people.

On the morning of the general Parliamentary elections the Labor Government was overturned and the Conservatives (Tories) were restored to power with the aid of Liberal votes.

Political posters are not a new feature in Europe, but never before have they wielded such a vital and tremendous power; never before have they been able to arrest and hold the attention of people in all walks of life; never before have ideas so hastily thought up proved so effective, and now that it is all over, we wonder what could have happened had not the power of poster advertising been utilized. It is for the future to say if these lurid posters spread on the highways and byways have effectually stopped the great shadow of Russian Communism that has threatened the very vitals of the British nation.

Irvin Cobb

Will write an advertising campaign for Sweet Caporal Cigarettes for the William H. Rankin Company, New York.

More Frankness in Client Relationship

[CONTINUED FROM PAGE 26]

prove or disprove it, take whether action was proper and call the incident closed.

Let a client become a confirmed kicker on copy, plates, art work, composition or the cost thereof, and his agency isn't worth a tinker's damn to him. Let him bleat about what he is going to do and then do something else, and the service he gets isn't even worth crabbing about. Let him refuse credit for the agency's part in a campaign or disregard or turn a deaf ear to suggestions or recommendations made in good faith and after honest analysis, because they aren't his own, and he takes the very heart out of not one man but an organization that is costing him real money, and that can work him either great good or greater ill.

These are things clients could learn with the aid of a little magic now and then. These are things that they should be willing to learn without the need of the fairy wand. These are things they should know.

Oh, the joy of working with the former agency executive who remembers his trials and tribulations when he sat where you sit; the pleasure of handling the account of that type of executive who says "You know the game or you wouldn't be on the team; take the ball and run with it." What a joy to submit a tentative plan, to go over it with a man in authority, to alter and perfect it; to complete the details, and then to start it through with reasonable assurance that it won't be changed with every whim or every rise or fall of the market. What a joy to have a definite appropriation, a set goal, knowledge of what you are going to do, what you are doing it for and that every agency at the command of the concern you are serving will turn to and help you do it!

No bed of roses, mind you, but macadam at least part of the way; and a lot of good gravel with some steep hills on which you can test both your pull and your brakes.

But above all, frankness on a strictly business basis, with due respect for recommendations and due responsibility for results!

Carlysle Company

New York, will direct advertising for the Morris White Leather Goods Company and White Luggage Goods, Inc., New York, and for Gilbert & Company, manufacturers of Birthflower engagement and wedding rings.

O. S. Tyson & Company, Inc.

New York, will direct advertising for the Oil Jack Company, same city, manufacturers of the Pederson Oil Jack, a new product about to be placed on the market.

Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Business Opportunities

An unusual mail order opportunity reaching 40,000 of the best consumer buyers in the United States. The entire cost is only 1c. a name including postage direct to the consumer. John H. Smith Publishing Corporation, 154 Nassau St., New York City.

FOR SALE

Stock on hand and Copyrights of Mail Order Publishing Business, of extreme interest to Retail Merchants, especially those who have businesses in smaller Communities. Also Film Rights of these Publications, which have unlimited possibilities for rental of Films to Chambers of Commerce, Rotary and Kiwanis Clubs and other Business Men's Organizations to campaign for "BUYING AT HOME" and keeping business in their towns. Can be sold separately or together. This proposition has great Economic value, and will bring tremendous returns upon the investment. Legitimate reason for selling. Address—C. M. Lansing, Room 759, McCormick Bldg., Chicago, Ills.

Miscellaneous

AGENTS' names neatly typewritten from our one day old inquiry letters. Price right.
K. WORLD
166 W. Washington, Chicago

NEW YORK MAIL ADDRESS $2.00 MONTHLY

Other services $3.00 up. Office services. Telephone messages taken $5.00. Write for circular. Room 501, 32 Union Square, Telephone Stuyvesant 8300.

Service

LET ME WRITE YOUR LETTER!—IT WILL PAY YOU BETTER!

I write letters that produce profits, business, orders, remittances, collections, positions!—Reasonable. Write—HENRY BAUMANN. 1936 Grove St., Brooklyn, N. Y.

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.
14 West 40th St., New York City.
Telephone Penn. 3566.

Position Wanted

EXECUTIVE

College man, 35, Christian, 10 years' experience, business getter and copy man, wants position on salary and commission, with established agency having real service to sell. Controls several accounts. Familiar with toilet requisites, industrial and radio accounts. Box 288, Adv. and Selling Fortnightly, 9 East 38th St., New York City.

Vice-President and General Manager for manufacturing concern wishes new connection with live organization; 7 years' sales and advertising, 6 years' accounting and credit experience; age 32. Box 291, Adv. and Selling Fort., 9 East 38th St., New York City.

Position Wanted

DESIGNER AND LETTERER

of exceptional ability. Layouts and dummies. Intimate knowledge of type. Fifteen years' experience. Specimens. Box No. 292, Adv. and Selling Fort., 9 East 38th St., New York City.

COPY WRITER

University Graduate; 5 years' agency experience; know art and can buy; understand production, altho primarily a copywriter. Age 25; Christian; single; references. Box 293, Adv. and Selling Fort., 9 East 38th St., New York City.

MARKET AND MEDIA ANALYST

University graduate, M.C.S.; consistent and conscientious in the pursuit of factual bases for plans, choice of media, and solicitation, seeks broader scope. "M. C. S," care Box 286, Adv. and Selling Fortnightly, 9 East 38th St., New York City.

ADVERTISING AND SALES MANAGER

Technical school graduate. Organized and maintained a sales organization of my own. Metropolitan selling experience. Assistant sales manager with a very large hardware concern. Have planned and carried out salesmen and dealer conventions. Have managed a sales office of seventy people. Originated display material, dealer bulletins, consumer booklets and sales letters, contacted prospective dealers, etc. At present employed as advertising manager for a very successful major household appliance manufacturer. Isn't fifteen years of unusual sales and advertising experience worthy of your consideration? Box 287, Adv. and Selling Fortnightly, 9 East 38th St., New York City.

We know a good man for a concern that wants its advertising geared up. Personally—He's 35, married, owns his own home, Christian, keen, likable. In business—For years he's been advertising manager of a large corporation who sold nationally and advertised the same way. The corporation is fading from the picture, due to a revolution in the industry, but the experience gained by this man is available and valuable. Mr. L. will let you make your own terms for the first 90 days. Let us put you in touch with him. Address Box No. 284, Adv. and Selling Fort., 9 East 38th St., New York City.

Help Wanted

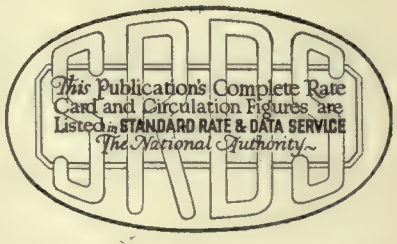
Solicitors for advertising in publishing field for New York City, Boston, Philadelphia and other cities. New trade paper with rapidly growing circulation. Good opening for men who know field in their cities. Book Dealers' Weekly, 730 Fifth Ave., New York.

SALESMEN

To call on Agencies, Publishers, Advertising and Sales Managers; part or full time. Prospects know us. The suggestion is all that is necessary to secure orders; liberal commission; state territory you cover. Box 289, Adv. and Selling Fortnightly, 9 East 38th St., New York City.

"Within the past few days, I have completed quite a job—requiring almost constant use of STANDARD RATE AND DATA SERVICE. After doing this, I cannot help but write you a few lines to express my appreciation of your Service.

D. J. Crimmins, Contract Manager,
Harry C. Michaels Company,
An Advertising Agency
New York City.



PUBLISHERS—This electro will be furnished to you free of charge. Use the symbol in your advertisments, direct-by-mail matter, letterheads, etc. It's a business-producing tie-up—links your promotional efforts with your listing in STANDARD RATE & DATA SERVICE.

STANDARD RATE & DATA SERVICE

536 LAKE SHORE DRIVE
CHICAGO

New York *San Francisco* *London*

A representative of this newspaper Sextette will welcome an opportunity to discuss with manufacturers or their advertising agents a sales plan based upon standardized merchandising service representing the highest type of efficiency.

Kindly address your inquiry to the nearest office:

EASTERN OFFICE	WESTERN OFFICE	NEW ENGLAND OFFICE
2 Columbus Circle	Hearst Building	5 Winthrop Square
New York	Chicago	Boston
R. E. BOONE	H. A. KOEHLER	S. B. CHITTENDEN

Boston American
Chicago Evening American
Detroit Times
Rochester Journal
Syracuse Telegram
Wisconsin News (Milwaukee)

If you owned your dealers' stores would your present advertising suit you?

SURVEY after survey proves that retail merchants want newspaper advertising to back up the products they stock and sell. Whenever their vote is taken, their answer is, "Give us newspapers."

The manufacturer may take issue with this verdict. He may say that dealers do not understand his sales and advertising problems. He will admit that the dealer has the opportunity to know, first hand, what kind of advertising mediums create the largest number of sales over the counter.

But, the manufacturer may ask, What about dealer influence, prestige, expense, coverage?

Answer These Questions from the Viewpoint of Your Dealers

Suppose, however, that he owned the stores that sell his products to the ultimate buyer.

Then wouldn't the only kind of advertising that counts be the kind that his experience had proved would sell the most merchandise? Wouldn't consumer demand be the yard stick by which he measured the prestige of his advertising?

Wouldn't common sense urge him to confine advertising circulation to areas where he had established retail outlets?

Wouldn't he build his business faster and more safely by concentrating his stores within rich areas instead of spreading them over wider territory? Wouldn't this make possible more powerful and intensive advertising at a lower cost per store than if distribution was spotted?

Many manufacturers have been asking themselves these questions, and finding the correct answer. The latest tabulations show that the country's fifty-nine leading advertisers, with annual appropriations ranging upwards of a half million dollars, *spend $3,400,838* more for national advertising in newspapers every year than they spend in thirty-one leading magazines.*

Smaller advertisers also are finding newspapers to be the most profitable mediums they can use. For example, three manufacturers, with scattered distribution in three different fields of selling, decided against stretching a limited advertising budget across the country. Instead, they would pick compact, rich areas and concentrate their sales and advertising efforts on them—building them up one at a time.

For their first drive, these three manufacturers selected The Chicago Territory—Illinois, Indiana, Iowa, Wisconsin and Michigan. Their reasons were definite and four-fold: (1) It has 17% of the country's population. (2) It makes 19% of the total income tax returns. (3) Yet it covers less than 9% of the country's area, and (4) A single newspaper dominates and influences the entire five states.

The first year, The Chicago Territory sales of these manufacturers (which totaled in the millions before the drives began) jumped 57%, 77% and 175%. Their dealer forces were increased during the same period in this area, 89%, 43% and 414% respectively.

Isn't This the Kind of Prestige and Dealer Influence You Want?

There is nothing intangible about that kind of dealer influence. Here is prestige put into the concrete form of amazing gains in sales volume and profits.

These are but three examples from a volume of evidence proving that the kind of advertising you would choose if you were in your dealer's place is the kind that will pay you best as a manufacturer.

If you are interested in advertising that will sell your goods in a larger volume at a lower cost per unit of sale, a Chicago Tribune man has a story that will interest you. He has a sound, workable plan to put before you that is producing astonishing results for other manufacturers. It may be as profitable to employ in your business. Why not send for him?

**This figure is based on the estimates compiled by the Bureau of Advertising of the American Newspaper Publishers' Association and on estimates compiled by Crowell Publishing Company, which included all space used in thirty-one leading magazines during 1924.*

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Circulation Over 600,000 on Week Days and Over 1,000,000 on Sundays

The 1925 Book of Facts on markets and merchandising is now ready and will be sent to any selling organization requesting it on business stationery

Public Library, Kansas City, Mo.

Public Library,
Kansas City, Mo.

Advertising & Selling

FORTNIGHTLY

Courtesy Canadian Pacific Railway

AUGUST 12, 1925 15 CENTS A COPY

Public Library,
Kansas City, Mo.

In this issue:

"Does a Quartet Get More Attention Than a Solo?" By G. Lynn Summer; "Selling Where the Profits Are" By William R. Basset; "Using the Motion Picture in Public Utilities Advertising" By Arthur Williams; "When Should You Use Color in Your Advertising?" "The Object Lesson of the Oyster"

As Men Read So They Smoke

At home in the evening, reading his favorite evening paper—slippered feet elevated to permit the proper flow of thought—and cigar, pipe or cigarette going good—that's the time, place and circumstance in which to sell your prospect on the merits of tobacco, or any product that appeals to a man.

And the medium through which to sell him is his favorite evening paper. In Chicago it is the Daily News. That advertisers of tobacco products realize this is shown by the following table:

The following tobacco advertisers used The Daily News lineage opposite their names in the first six months of 1925:

Advertiser	*Product*	*Agate Lines*
Congress Cigar Co.	**La Palina Cigars**	**5,800**
G H P Cigar Co.	**El Producto Cigars**	**7,402**
General Cigar Co.	**Wm. Penn Cigars**	**2,910**
Moos, J & B Co.	**Childs Cigars**	**2,307**
Webster Cigar Co.	**Webster Cigars**	**1,740**
American Tobacco	**Omar Cigarettes**	**7,600**
Congress Cigar Co.	**Palina Cigarettes**	**9,185**
Liggett & Myers Tobacco Co.	**Chesterfield Cigarettes**	**22,023**
Lorillard Co.	**London Life and Murad Cig.**	**36,708**
Tobacco Products Co.	**Melachrino Cigarettes**	**2,290**
American Tobacco Co.	**Tuxedo Tobacco**	**3,920**
Falk Tobacco Co.	**Herbert Tareyton Cigarettes**	**2,240**
American Tobacco Co.	**Lucky Strike Cigarettes**	**2,440**
	Total	**106,565 lines**

Reach the man through his favorite home newspaper—

THE CHICAGO DAILY NEWS

First in Chicago

Published every other Wednesday by Advertising Fortnightly [illegible] New York, N. Y. Subscription price $3.00 per year. Volume 5. No. 8. Entered as second class matter [illegible] at New York under Act of March 3, 1879.

What do they think of you~ *in Altoona, Keokuk and Spokane?*

IN Altoona, today, one woman spoke to another about your goods. Or perhaps it was about your competitor's goods.

In Keokuk, a clerk handed out a package of your product. Or perhaps it was some one else's product.

In Spokane, a jobber told a retailer why he liked your policies. Or it may have been the other firm's policies he favored.

If only you could *know* what your market really thinks about your goods! Then—sales resistance which now eats up your salesmen's time could be minimized. Then—advertising which now does not interest your possible customers could be made to do so.

Why not get these facts? Why not reduce sales resistance? Why not make every advertising dollar produce more?

Before we undertake advertising for a manufacturer, unless the facts are unmistakably clear, we make a Richards Field Survey to get the complete truth about his position. In a Richards Field Survey, we go to the consumer, to the retailer, to the wholesaler, and find out just what each thinks about the product and competitive products.

The fresh, unbiased information thus secured is bound in a book which we call a Richards Book of Facts. For the manufacturer for whom compiled, his Richards Book of Facts becomes the foundation of knowledge upon which sales and advertising policies are planned.

The soundness of basing advertising and sales work upon information thus acquired has been proved over and over again. For example, a manufacturer of a certain domestic utility used by practically every housewife had been advertising its mechanical features.

To his astonishment, a survey disclosed the fact that women were not primarily interested in the working efficiency of the article. Nearly 100% of those interviewed said that they would switch to another brand if it better met their requirements in one particular. And this feature had nothing to do with the product's efficiency!

We would like to prepare advertising for you based upon the solid foundation of a Richards Book of Facts. Let us show you what we can do as demonstrated by what we are doing for our clients.

You will be interested in a booklet which we recently published, "Business Research." Write for a copy.

JOSEPH RICHARDS COMPANY, INC.
253 Park Avenue New York City
An Advertising Agency Established 1874
Member AMERICAN ASSOCIATION ADVERTISING AGENCIES

RICHARDS *"Facts first—then Advertising"*
TRADE MARK REG.

LONG before gold was discovered in Alaska, The Indianapolis News was producing it for its advertisers. It has done so continuously since 1869.

With the energy, intelligence and rich productivity of the teeming Middle West to draw from, advertisers in The Indianapolis News today find wealth in a golden stream of sales.

No other newspaper in Indiana, daily or Sunday, equals the circulation of The News. No other Indianapolis newspaper has ever approached its advertising endorsement. Last year The Indianapolis News carried more advertising than all other Indianapolis newspapers *combined*—in less than half as many issues. And the year before, too.

The INDIANAPOLIS NEWS

DAN A. CARROLL,
110 East 42d St., New York.

FRANK T. CARROLL
Advertising Manager

J. E. LUTZ,
The Tower Bldg., Chicago

Page 5—The News Digest

"Success" Magazine

Announces the election as vice-president of Lou E. Holland, for the past three years president of the Associated Advertising Clubs of the World. Sherman Rogers, associate editor, has been elected vice-president of *Success*, and T. S. Trebell has been appointed advertising director.

"Dearborn Independent"

Announces a change of policy beginning with the October 3 issue of the magazine. It will be enlarged from 32 to 48 pages and advertising will be accepted for the first time since Henry Ford has owned the property.

Audit Bureau of Circulations

Announces that the date for the annual "A. B. C. Week" has been definitely set for October 12-17. The two-day convention sessions of the Bureau will close the week on October 15 and 16. The Inland Press Association will open the week with a two-day session; the Associated Business Papers, Inc., will meet from the 13th to 15th, and the Agricultural Publishers Association on the 15th. The Association of Foreign Language Newspapers is planning a luncheon exclusively for the editors of foreign language newspapers, and the Western Council of the American Association of Advertising Agencies will be hosts to the visiting publishers at a luncheon on October 15th. The annual dinner will be held on the 16th.

Klau-Van Pietersom-Dunlap-Younggreen, Inc.

Milwaukee, will direct advertising for the following concerns: Milwaukee Tank Works, manufacturers of gasoline filling station equipment, oil systems, tanks and air compressors; Belgium Shoe Company, Belgium, Wis., makers of an orthopedic shoe; Kempsmith Manufacturing Company, Milwaukee, manufacturers of milling machines, and the Ryd-E-Z Spring Company, New York, makers of truck and automobile springs.

W. C. Bittel

For the past eleven years production manager of the Federal Advertising Agency, Inc., New York, has joined the Charles B. Knox Gelatine Company, Johnstown, N. Y., as general manager with particular direction over advertising and sales.

George J. Callahan

Executive director of Sharpe & Company, New York advertising agents, has resigned to accept the position of publicity director and advertising manager of William Kennelly, Inc., same city, real estate auctioneers.

The Thumbnail Business Review

By Floyd W. Parsons

PRACTICALLY all of the business barometers indicate a continuance of trade activity. Building goes on at a record rate. Preliminary figures for July indicate a construction volume amounting to $650,000,000. All previous records were broken by the nation's total of approximately $3,700,000,000 for building construction in the seven months which ended August 1. It is doubtful if such a strong situation has ever prevailed before, and this fact provides assurance that prosperity in all allied lines will continue during the Autumn months. The greatest regional activity in building has taken place in the South where the July gains in many sections were as much as 75 per cent over last year.

¶ The railroads are gaining in earning power. The outlay of more than $2,000,000,000 for railroad improvements has made it possible for the managements of the different carriers to affect material savings in operating costs. That even a larger volume of business is anticipated this Fall is indicated by the further placing of large orders for additional cars, engines and other equipment. With car loadings now in the million-car-a-week classification, it is not surprising that railroad officials should feel optimistic.

¶ The record totals of bonds now being called in advance of maturity also indicate the underlying strength of many of our corporations. The outlook is for normal crops in both volume and value, and as a result the manufacturers of farm implements are enjoying the best selling season in years. In Europe the crop outlook is also reassuring and trade activity overseas, generally, is increasing.

Charles C. Green Advertising Agency, Inc.

Philadelphia office, will direct advertising for the Cliveden Company, same city, distributors of knitted goods and silk wear undergarments.

Campbell-Ewald Company

Chicago office, will direct advertising for the Illinois Brass Manufacturing Company, same city, makers of exhaust horns.

Norman F. D'Evelyn

San Francisco, will direct advertising for the following financial concerns of that city: Ferguson-Kennedy, Inc., specialists in California securities; Thomas C. Davies, investment bonds; Stever & Company, members of San Francisco Stock and Bond Exchange, and West American Finance Company.

E. H. Bennett

For the past ten years on the advertising staff of the *Jewelers' Circular*, has been appointed general manager of *Housewares*, published by Demarest Publications, Inc., New York.

M. H. Seixas

For the past six years space buyer with Frank Seaman, Inc., New York advertising agency, has become associated with the New York office of Hal T. Boulden & Associates, Inc., publishers' representatives.

Power, Alexander & Jenkins Company

Detroit, will act as advertising counsel for the U. S. Truck Company, Cincinnati.

Ward C. Mayborn

General business manager of the Southwest group of the Scripps-Howard Newspapers has opened a regional advertising office in Dallas, Tex. E. A. Tapscott, formerly advertising manager of the *Oklahoma City News*, has been appointed Dallas representative.

Johnston-Ayres Company

San Francisco advertising agency, announces the consolidation with it of Evans & Barnhill, Inc., same city. The combined business will be administered under the name of the Johnston-Ayres Company with offices in the First National Bank Building.

C. P. McDonald Company, Inc.

New York, will direct advertising for the Sailors' Snug Harbor and the J. H. Taylor Construction Company, same city.

Robert E. Ramsay

Of the Robert E. Ramsay Organization, has been appointed chairman of the "On to Boston" Committee of the New York Advertising Club, organized to promote the club's representation at the convention of the Direct Mail Advertising Association, to be held in Boston, October 28-30.

[ADDITIONAL NEWS ON OTHER PAGES]

THE NEW YORK TIMES, MONDAY, MAY 4, 1925.

ADVERTISEMENT. STEAMSHIPS. STEAMSHIPS.

iring Reporter

rom the Lips of the Wise, he
'YS" of Murad's Leadership

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Lundford Co.

ERS

BUSINESS DULL AND STUPID?

A WRITER of fiction said to the editor of Nation's Business the other day:

"You must get fiction into your magazine. The business man is tired. He needs adventure, pretty girls, detective stories. If it were not for us story-tellers, American business men would die of dry rot!"

Nonsense!

Even while the writer folk conjure up hair-breadth 'scapes, the business man is *living* a grander romance all his own.

From morning until night, adventure touches him on every side. His daily mail is Chapter I of an all day plot.

HE DOES not need synthetic romance.

He finds his shipment of alarm clocks held up in the fastnesses of the Himalayas because he did not pack for mule-back.

He sees a little-used element, needed by the ton for automobiles, discovered in the sea by a fellow business man, and he turns a ship into a floating factory.[1]

He sees a Detroit mechanic who figured out twenty years ago that the automobile must not be a rich man's luxury, and as a result has become the richest man in the world.

Romance? Adventure? Excitement? The business man lives it, eats it, sleeps it. He is an actor in the drama of the human race—a drama that takes in the heavens above, and the earth beneath, and the waters under the earth.

HE GETS a glimmer of what commercial transportation by air will mean to his business.[2]

He watches the failure of the Federal Trade Commission, proceeding on the theory that all business is crooked,[3] and he relishes the recent revolution in that body.[4]

He sees our Federal Reserve System threatened, and learns of the play of forces that surround it.[5]

He senses the 200 items of cost, which in this modern day go into a $9.50 pair of shoes, and enjoys it when the facts, in their nakedness, convert a potential Bolshevik.[6]

He knows that lots of researching is bunk;[7] and he is surprised to find how hard it is to give away 70 million dollars intelligently.[8]

He sees in Florida and its gold rush a new Golconda of quick-made fortunes.[9]

He revels in the adventure of wheat and its answer to the politicians.[10]

He stands beside our 500 million dollar heap of ashes, and wonders—[11]

He sees both sides of the question of restoring German property,[12] and when some long-haired socialist calls him a money-grubber, he answers, "Yes, but—"[13]

Tired? Bored?

THE AMERICAN business man was never more keenly alive to economic questions. He finds thrilling reading in the literature of business written in a human way—as one business man talks to another.

That is why, in a very short time, 183,000 business men have discovered Nation's Business.

It contains no love stories. But romance lives in its pages for those who read it.

NATION'S BUSINESS is a monthly magazine, published by the largest business organization in the world. It is founded on the belief that anything not for the good of the public is not for the good of business. Its circulation five years ago was 55,000; today it is 183,000.

1 Sea Food for 17,000,000 Automobiles—By Dr. H. E. Howe
2 What of the Air?—By Edsel Ford
3 Failure of the Federal Trade Commission—By Wm. C. Redfield
4 "Don't Shoot—We're Coming Down"—Interview with Commissioner Humphrey
5 Our Threatened Federal Reserve—By Andrew W. Mellon
6 A Pair of Shoes—By P. S. Tladale
7 Researching the Researcher—By Harry Wellman
8 George Eastman and His 70 Millions—By Frederick Boyd Stevens
9 Florida Real Estate Forty-Niners—By Willis B. Powell
10 What Happened to Wheat—By Professor James E. Boyle
11 Assets or Ashes After the Fire?—By R. C. Willoughby
12 Why Give Back German Property?—By William P. Sidley
13 Money-grubber? Yes, and Proud of It—By A. D. Welton

—all in the May issue of

NATION'S BUSINESS

MERLE THORPE, *Editor*

PUBLISHED MONTHLY BY THE CHAMBER OF COMMERCE OF THE UNITED STATES, WASHINGTON, D. C

This is the fifth of a series of newspaper announcements being run by NATION'S BUSINESS in the—
New York Times
Chicago Daily News
Cleveland Plain Dealer
Kansas City Star
and
Washington Post

Judge Gary Says — "The South Is Coming Into Her Own Again"

IN a letter to Richard H. Edmonds, president of Manufacturers' Record, Judge Gary wrote as follows—

In answer to your telegram of today, permit me to say that I have been spending considerable time in Birmingham and vicinity during the last two or three months, and have been very agreeably surprised by the new developments which are to be seen. The South is "coming into her own" again.

Apparently the people are prosperous, there is a good deal of new building, the population is increasing, the farm products are becoming more diversified and the lands are better cultivated than I have heretofore noticed. What strikes me most forcibly is the conservative attitude of the people generally. I have heard some very good speeches by distinguished Southern gentlemen in favor of the observance of law and order, the cooperation of different interests and the determination to add to the strength, prosperity and influence of the whole South. I have been through the Southern country considerably during the last thirty-five or forty years and have noticed the changes for the better which have been appearing from year to year, but my last visit gave me a better impression of the present conditions and future prospects of the South than any I have made before.

As you know, our immense iron and steel plant at Birmingham has been and is growing in capacity by leaps and bounds. We have there one of the finest plants in the world, and with the great quantity of raw products available, including particularly iron ore, coal and stone, there is no reason why it should not continue to increase in proportions.

In short, I have a very high opinion of Alabama, especially Birmingham, and more especially our own organization, which I consider as fine as any that can be found anywhere in this country or any other country.

Net Paid Circulation Now in Excess of

76,000 Daily **86,000 Sunday**

The Birmingham News

THE SOUTH'S GREATEST NEWSPAPER

NATIONAL REPRESENTATIVES

KELLY-SMITH CO. New York | J. C. HARRIS, Jr. Atlanta | KELLY-SMITH CO. Chicago

HAVE you been told that unless you have $100,000 to spend you'd better not start advertising?

We can start you on $15,000, provided you have a quality product sold to people of means and taste.

Ask us to show you what the above sum can be made to produce through the Condé Nast Group of magazines.

VOGUE
VANITY FAIR
HOUSE & GARDEN

THE CONDÉ NAST GROUP

All members of the Audit Bureau of Circulations

The Lure of the Lakes

D&C LAKE LINES

WHITE STAR NAVIGATION CO.

DWFC

SINCE the days of Le Sieur de la Mothe Cadillac —men have set sail in ships from Detroit, the "city of the straits."

Scarce does the first robin of spring answer the croaking of the frogs along the scenic banks of Belle Isle, before new thousands of Detroiters and Detroit visitors embark on lake and river voyages.

They go to Cleveland and Buffalo, Mackinac Island and Chicago on the great ships of the D & C—to the historic waters of Put-in-Bay on the Ashley and Dustin line—to Belle Isle and Bob-Lo on the boats of the Detroit and Windsor Ferry Company—and to Port Huron and the St. Clair Flats on the White Star fleet.

They go in answer to the perennial lure of the lakes —and because, for upward to fifteen years, they have been reminded to go in advertisements prepared by the Campbell-Ewald Company.

The Campbell-Ewald organization of 175 people, owned entirely by the men who operate it, with a volume of business placing it among the first ten agencies in the country, is at your service to handle large or small accounts. At any time, anywhere, we'll be glad to talk with you.

CAMPBELL - EWALD COMPANY

Advertising

General Offices: DETROIT, MICHIGAN

H. T. Ewald, *Pres.*
E. St. Elmo Lewis, *Vice-Pres.*
Guy C. Brown, *Vice-Pres. and Sec'y*
J. Fred Woodruff, *Treas. and Gen. Mgr.*

NEW YORK
CHICAGO
TORONTO
LOS ANGELES
SAN FRANCISCO
CINCINNATI

Advertising Well Directed

© C. E. Co., 1925

Again - -

A *Capture!*

Recently The Designer

startled the magazine world by securing for its readers Sinclair Lewis's first novel in three years, "Arrowsmith." This, the first of his really serious stories to be published in serial form, is hailed as greater than "Main Street" or "Babbitt," and today is a best-seller on two continents.

Now, The Delineator

is publishing the latest novel by A. S. M. Hutchinson, "One Increasing Purpose." It will be published in book form in the fall. It is already being advertised. It, too, will be a best-seller—like "If Winter Comes," which The Delineator also gave its readers *first.*

Delineator Readers—and Designer Readers—know their favorites by name

Do They Know Your Products?

THE DELINEATOR (20c a copy)

(15c a copy) THE DESIGNER

(The Butterick Combination)

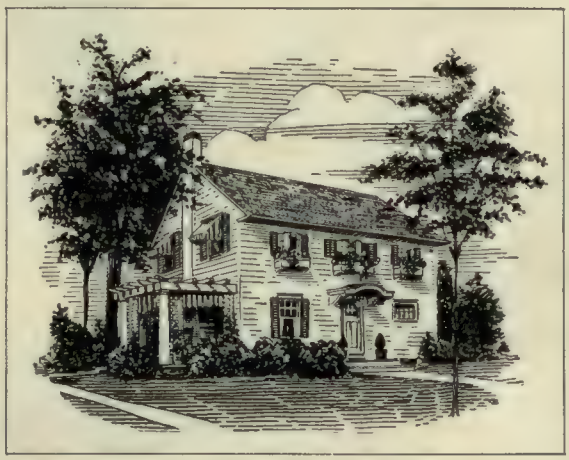
CHICAGO NEW YORK SAN FRANCISCO

Buffalo the Wonder City of America

The City of

Beautiful Homes

Buffalo is a home loving city. It has 130,726 homes. Most of them are attractive. Many are beautiful. Some are magnificent. 38.6% of the homes in Buffalo are owned by the families living in them—a fact indicating the substantial character of the city and its worth as a market for advertised goods.



During July the News will throw open for the inspection of its readers nine different homes. All will be new homes, completely furnished by the merchants of Buffalo. They will be located in the several different residential sections of Buffalo. This is not an advertising "stunt"—not a line of copy will be solicited. It will be a genuinely constructive effort on the part of the News to educate its readers in the selection, furnishing and decoration of homes that will particularly fit the needs of individual families of varying incomes. The price range of these homes will be from $7250 to $32,000.

In August, 1914, a similar homes beautiful exhibit was sponsored by the News. With only three homes on display for one week there were more than 150,000 visitors — more than twenty-five per cent of the entire population of the city. The results of last year's exhibit were immensely pleasing to News readers and to the merchants and realtors who participated. They are co-operating this year in even greater measure.

Greatest Circulation in New York State Outside of New York City

The News Is Buffalo's Home Newspaper

Carries 45.56% of all advertising in the six Buffalo daily papers

BUFFALO EVENING NEWS

A.B.C. Mar. 31, 1925
129,777

EDWARD H. BUTLER, Editor and Publisher
KELLY-SMITH COMPANY, National Representatives

Present Average
134,283

Marbridge Bldg., New York, N. Y. **Lytton Bldg., Chicago, Ill.**

BOSTON EVENING AMERICAN

A HOME PAPER FOR PEOPLE WHO THINK

NOW 2¢

At 3¢ — Largest Evening Circulation in New England

Draw Your Own Conclusions!

Volume Five
Number Eight

Advertising & Selling
FORTNIGHTLY

Does a Quartet Get More Attention Than a Solo? 15
G. Lynn Sumner

The Object Lesson of the Oyster 17
J. George Frederick

Getting the Salesmen to Use Them 18
Will Hunter Morgan

Selling Where the Profits Are 19
William R. Basset

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Richard A. Dunne

Using the Motion Picture in Public Utilities Advertising 21
Arthur Williams

When Should You Use Color in Your Advertising? 23
Ralph K. Wadsworth

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Are You One of Advertising's Overspenders? 26
Robert R. Updegraff

When Advertising Gets Your Goat, Try Playwriting 30
Kane Campbell

Written by Our Readers 32

This Intangible Thing Called Reader Confidence 34
Harry Tipper

Copy That Illustrates Pictures 36
Frank Hough

The 8-Pt. Page by Odds Bodkins 40

——and Now Concerning Copy 60

In Sharper Focus 64
Paul M. Hollister

E. O. W. 72

Former Bricklayer Now Earning $12,000 a Year

"When I enrolled with the International Correspondence Schools, I was a bricklayer and I didn't know a thing about blueprints. Today I have my own contracting business and I am able to figure the most difficult jobs and execute them to the satisfaction of everyone concerned. My income is between $12,000 and $15,000 a year. It certainly was a lucky day for me when I sent in that I. C. S. coupon."

That's a true story of what just one student of the International Correspondence Schools has done. There are thousands of others. Every mail brings letters from men and women telling of increases in income and salary due directly to spare-time study.

One hour a day spent with the I. C. S., in the quiet of your own home, will prepare you for success in the work you like best.

Mail the coupon for Free Booklet

TEAR OUT HERE

INTERNATIONAL CORRESPONDENCE SCHOOLS
BOX 5523-E SCRANTON, PA.

Explain, without obligating me, how I can qualify for the position, or in the subject, before which I mark X.

☐ ARCHITECT ☐ Navigation
☐ SALESMANSHIP
☐ ADVERTISING

THE International Correspondence Schools have developed an efficient system of keyed advertisements whereby they may study accurately each individual insertion and check up on its results. G. Lynn Sumner, in the lead article of this issue, relates some of their experiences and describes some of the rather surprising discoveries made regarding keyed advertising in general and multiple insertions in particular.

M. C. ROBBINS, Publisher
J. H. MOORE, *General Manager*
Offices: 9 EAST 38th STREET, NEW YORK
Telephone: Caledonia 9770

New York: F. K. KRETSCHMAR, A. M. FRANKLIN
San Francisco: W. A. DOUGLASS, 320 Market St. Garfield 2444
Chicago: JUSTIN F. BARBOUR, Peoples Gas Bldg.; Wabash 4000
New Orleans: H. H. MARSH, Mandeville, Louisiana
Cleveland: A. E. LINDQUIST, 405 Swetland Bldg.: Superior 1817
London: 66 and 67 Shoe Lane, E. C. 4: Telephone Holborn 1900

Subscription Prices: U. S. A. $3.00 *a year. Canada* $3.50 *a year. Foreign* $4.00 *a year.* 15 *cents a copy*

Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising, Advertising News, Selling Magazine, The Business World, Trade Journal Advertiser* and *The Publishers Guide. Industrial Selling* absorbed 1925

Member Audit Bureau of Circulations and Associated Business Papers, Inc. Copyright, 1925

MEADOWBROOK Hats, made in California by the Simon Millinery Company, reflect the spirit of sport of this great American playground. There is that clean-cut smartness about them that is the very making of a sport hat; the warm colorfulness that comes from sunny beaches. No wonder they won local success instantly.

But Meadowbrook Hats have gone much farther. With all the trends of fashion flowing westward from New York, they alone in the field of Women's Wear bucked the tide, and spread eastward. Now, after only four years of advertising they are nationally known and nationally asked for.

The well merited success of a quality product, of course. But their success was speeded up and assured by the right kind of advertising, carefully planned, tastefully executed. Just another instance of *Truth*—well told.

THE H. K. McCANN COMPANY
Advertising

NEW YORK CLEVELAND SAN FRANCISCO DENVER
CHICAGO LOS ANGELES MONTREAL TORONTO

AUGUST 12, 1925

Advertising & Selling
FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors: Robert R. Updegraff Marsh K. Powers Charles Austin Bates
Floyd W. Parsons Kenneth M. Goode G. Lynn Sumner Russell T. Gray
John Lee Mahin James M. Campbell Frank Hough, *Associate Editor*

Does a Quartet Get More Attention Than a Solo?

By G. Lynn Sumner

ONE day, several years ago, when I was advertising manager of the International Correspondence Schools, a member of the Board of Directors called me on the phone. "I have just been looking through *Review of Reviews*," he said, "and I find two I. C. S. advertisements in the same issue. Isn't that a waste of money?"

Now that was a perfectly natural question for that director or anyone else to ask. For of course he did not know that we had been conducting tests over a long period and had made discoveries which resulted in our adopting a policy of multiple advertising in several magazines; that is, the use of two or more pieces of copy in the same issue.

Possibly I should say right here for the benefit of those few who may not be familiar with "keyed" advertising, that each I. C. S. advertisement is individually keyed so that it may be definitely credited with the inquiries and sales it produces. Not merely is each publication keyed but each issue and each piece of copy. Many different key systems are used by different advertisers. In the case of the I. C. S., box numbers are used in the address in the coupon. Every individual insertion is given a distinctive box number and that number is not used again anywhere in I. C. S. advertising for four years.

© Brown Bros.

IT is curious to notice how many people in the world are left-handed when it comes to reading a magazine. This factor comes to light quite forcibly in the case where a number of separately keyed advertisements are placed in the same issue. While those placed near the center of the advertising pages have been comparatively low in productivity of inquiries, those near the front and back have drawn well, regardless of copy

Previous to the time of the experiments I speak of, it had been customary, when a magazine was producing well, gradually to increase the size of space used in an endeavor to get the maximum number of inquiries from its readers. For example, a magazine might first be used with quarter-page space. If that paid on the basis of a required number of inquiries with some to spare, the space was increased to one-half page. If that paid well, the space was increased to a full page. And in a few instances, where a full page was very productive, the space was increased to a double spread.

Then one day, as an

experiment, we departed from this policy. A magazine which carried a considerable volume of advertising had paid well on half-page space and had drawn its reward of a full-page insertion. This did a fair job but did not pull twice as many inquiries as the half. The next time it came up on the schedule, we gave it two half-page units, different in illustration and copy, but carrying, of course, the same familiar coupon with about forty listed subjects. *Both* advertisements paid out, each producing practically the same number of leads that a single half-page had produced previously. The two halves together did substantially better than the single full page.

In the next issue we could catch we scheduled three half-page units—and they all paid. In the next, we scheduled four halves—and again they all paid. By this time we were getting almost four times as many inquiries from this publication each month as we had received when we were using one half-page advertisement, and we were getting them all at reasonable cost.

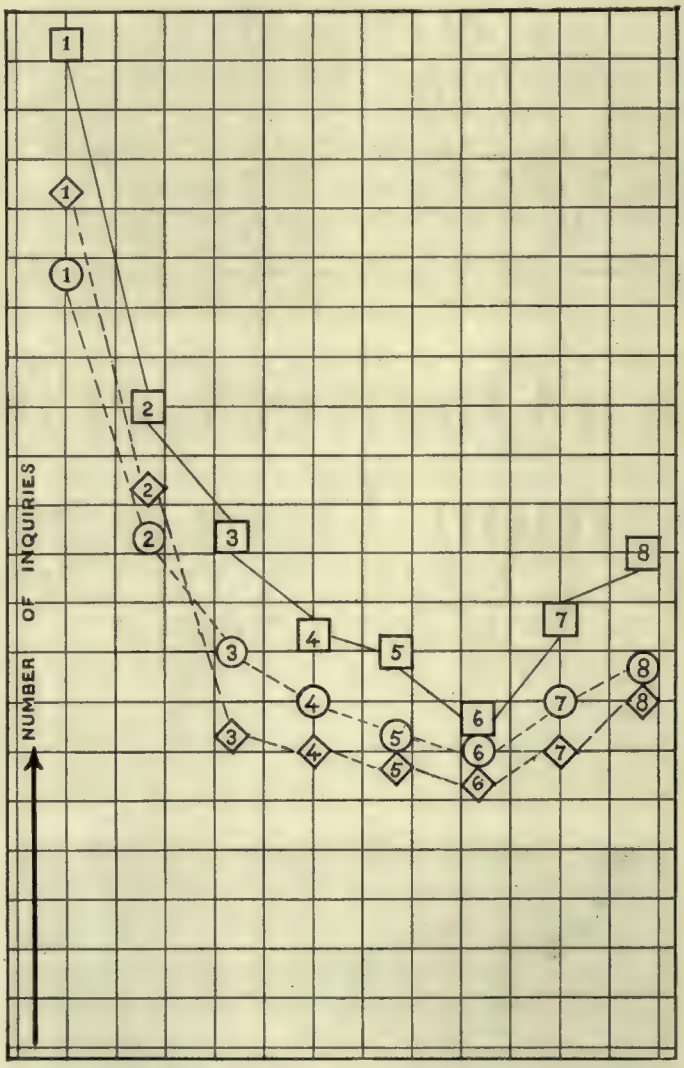
Then we began carrying the test into other magazines, particularly those bulky with advertising. Wherever we used multiple insertions we requested the publisher to distribute the different pieces of copy well through the advertising sections.

Gradually we reached what seemed to be the saturation point on various magazines so far as the number of insertions possible in a single issue was concerned, but not until we had found that in three publications we could profitably carry as many as *eight* different advertisements each month. In some, the limit was four, in others three; a great many never were able to pay out on more than a single insertion per issue.

In magazines of the same general class, however, the number of multiple insertions that could be used profitably was just about in proportion to the total number of advertising pages in the publication.

Now here was an interesting application of that "good old law of averages." The first duty of any advertisement is to get attention. If it is not seen, it will not be read, and if it is not read, it certainly never will be answered.

One half-page advertisement among a hundred pages of advertising in an issue going to a million people will be seen by a certain number of readers, it will be read by a certain lesser number, and draw an answer from a certain still smaller number. It will be overlooked entirely by a considerable portion of all who receive that issue. If the number of advertising pages is two hundred instead of one hundred the chances of the single half-page advertisement being seen, read and answered are all somewhat reduced. If, in the "double size issue," the same proposition is presented twice, the chance for attention, interest, and response, theoretically at least, should be approximately maintained. And each additional insertion, up to a certain saturation point, will catch the attention and interest of an added group of readers.



THIS chart represents a composite report on three years' advertising in one publication. Eight different pieces of copy were used in each issue, a total of 288 separately keyed insertions in 36 issues. Each of the three lines represents one year's advertising and each individual position represents the average number of inquiries produced each month in that year by the advertisement occupying the indicated position in the issue. For example, the first advertisement in the magazine is shown always to be the most productive and from there production declines directly in relation to position until the next to the last advertisement

What a fine thing it would be if the problem of getting known advertising results were as simple as all this might indicate. Think how much *more* time there would be for golf if you needed only to take two half-page advertisements and a million readers, mix thoroughly to insure circulation, set in a cool place for one month and have a definitely known result at the end of that period. But unfortunately even keyed advertising is not so simple as that. Space and circulation are only two ingredients in a very complicated recipe. The varying effectiveness in copy appeal can—and often does—upset all other calculations. Good copy—above all, *interesting* copy—can claim attention though caught in an avalanche of mediocre competition.

There is still another factor which enters more into results, possibly more than most advertisers realize. It entered into our tests of multiple insertions and provided an elusive complicating element that for a time had us guessing.

While testing to find the saturation point on the number of insertions we could use in a single issue we were also testing copy. An advertisement that seemed to be a particularly good producer would be

[CONTINUED ON PAGE 58]

Courtesy Gloucester Chamber of Commerce

TYPICAL scenes in Gloucester, Mass., from which port operates one of the largest fishing fleets in the Atlantic. Photograph above to the left shows a portion of the fleet lying in after an expedition to the Grand Banks. Above to the right is shown the cleaning process being carried on in one of the many plants which the town boasts. A number of the best known firms dealing in prepared and preserved fish products, many of them extensive advertisers, are located in Gloucester

The Object Lesson of the Oyster

By J. George Frederick

"SERMONS in stones" may now be read by sales and advertising men as "sermons in oysters."

Not long ago the final chapter was written to a modern merchandising tragedy—the marketing of oysters. The Maryland State Department of Health, in cooperation with the oyster packers of the State, who have been under a shadow since the typhoid epidemic (which was laid to the oyster), have now taken the step that was logical long ago. Complete protection from impurity, and a system of identifying markings, traceable from consumer to packer, have been accomplished. A serial number is assigned to each packer, and responsibility for quality is now placed as definitely as it is with Heinz pickles or Campbell's Soups. The further interesting thing is that this is a voluntary action, not a legal compulsion.

The time is ripe for bringing the sea food industry within the fold of modernized, advertised food products.

There is no primary food market quite so disorganized as the oyster and fish market; no article of such universal consumption and desirability which is so poorly merchandised. Even canned fish is better merchandised than fresh fish; and as for a comparison with meat or dairy or bakery products, the contrast is shocking.

© Ewing Galloway

FRESH fish is being handled and sold in a manner which has not been changed or much improved upon in the course of a whole century. The resultant danger of infection is not desirable from a public health point of view and constitutes a continual menace to the business as a whole, as is illustrated by the oyster situation, which recently reached a long pending climax

Fish is an article of food that is particularly and especially perishable. It, therefore, should be handled with more care than is used with meat, dairy and bakery products. But the fact remains that fish is being handled and sold in a manner *that hasn't been changed or improved much in a whole century.* Fish get to consumers in precisely the same primitive manner that they got to Alexander Hamilton's table in the days of our colonial history.

For want of the simplest of modern methods—a fish exchange—the captains of fishing smacks coming to New York piers often lie in the harbor for days with their highly perishable cargoes, waiting for better prices. The result is not desirable from a

[CONTINUED ON PAGE 52]

Sales Manuals That Make Good

Getting the Salesmen to Use Them

By Will Hunter Morgan

WHERE salesmen fail to use a sales manual a reason very generally given is that it has too much of the "home-office" feeling and not enough of the real spirit of the "field." More and more manufacturers are waking up to this danger. One experienced sales manager with whom I talked a few months ago said flatly, "The only kind of a sales manual which salesmen will really use is the one which has been prepared out of their own daily experience." He didn't mean that the home office should not add its wisdom to the material so provided, but his way of preparing sales manuals both begins and ends with the salesmen themselves. Briefly put, here is his method of procedure:

In preparing a new manual, he first of all gets up a brief outline covering the proposed contents. This outline is multigraphed. A copy is sent to every salesman. With it goes a note explaining that the house is working on a new manual. Each salesman is asked to make any suggestions that occur to him as to what should be included. The outline is referred to as a very tentative list of the things that seem advisable in such a book.

The salesman is asked to make comments on the points put down. He is asked to specify what he thinks are the five most important factors to be considered in preparing the manual.

"In many cases," confesses this executive, "the salesman's suggestions and comments are not particularly worth while. But the proceedure serves two very valuable purposes. For one thing it makes sure that no really worth while contributions will be overlooked. And it makes the salesmen feel more that we are trying to meet their needs rather than attempting to cram something down their throats."

After the returns are in, they are gone over carefully. There may be diversity of opinion on certain points. In some cases this sales-manager has found it wise to put up certain questions for a vote from the sales force.

When the text and layouts are in shape three of the most successful salesmen are brought into the home office for a few days to go over the whole job before it is sent out to the printer. The other men know that this is being done. The result is that when the finished book gets into the field the salesmen feel that the book is pretty much *their* book and that they have almost a moral responsibility to use it—which is just about the best feeling a salesman can have from the standpoint of his employer.

THERE are, of course, possible variations of this plan. Where the sales force is localized there may be face-to-face meetings on the subject. Or where there is a sales convention of a national or zone selling staff, the men may be advised well beforehand that a manual is under way and that they will be requested to give suggestions at the forthcoming meeting. In one other case I know of, the salesmen were asked to elect their own committee of three to work with the sales manager and the advertising manager in the production of a new manual.

With the type of manual that is opened up in front of the dealer there is another important factor to be considered in getting the manual used. The material inside the book should be of such a nature that it is good for more than one showing with the dealer. There is such a thing as having this type of manual too simple and too brief. The result may be that the salesman carries it for only one or two trips and leaves it at home thereafter. For this reason it is well to include material which the salesman must occasionally refer to—useful statistics, testimonials, etc. One sales manual contains over a hundred different selling stunts which the dealer can employ to build up his sales of this particular product—special selling schemes, window displays, and advertising helps. Obviously the salesman cannot go over the entire lot of these ideas in one sitting. Obviously also if he takes up only two or three each time he talks with a particular dealer he has enough of this material to put something interesting into from thirty to fifty interviews! No wonder he continues to refer to his sales manual.

Where the sales manual is in loose-leaf form the problem of keeping interest alive may be solved in another way. From time to time sections of the manual may be retired and new ones provided to replace them. Thus the manual is constantly renewing itself—is ever fresh and interesting to both the salesman and his customers.

Some sales manuals fail to be used because they may cover a business in a general way but the selling problems in different territories differ so widely that the manual is not as helpful as it might be. One company has peculiar and individual problems in New England and also in the Southwest. They have found it advisable to get up three different manuals for that reason. One manual won't cover the diverse needs of all territories.

ANOTHER company gets up a general manual but has four different supplements for use under varying conditions. In calling on one class of trade the salesman can confine himself to one small convenient folder instead of having to leaf through a large size manual. This is not only an advantage from the standpoint of the salesman. It is valuable to the dealer also. It saves his time. It also enlists his cooperative interest to a greater extent because the one little book makes the proposition seem simpler and easier than the bringing out of a big, fat manual.

A large jobber in the food specialty field provides his men with a rather bulky, catalogy sort of man-

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Selling Where the Profits Are

By William R. Basset

President, Miller, Franklin, Basset & Company

NET profits measured in dollars frequently decrease as the volume of sales increases. In reaching after greater volume, products which are sold at a loss are added to the line. To sell every possible retail outlet is less profitable than to choose a few good ones. Nearly every concern which achieves national distribution sells at a heavy loss in some of the outlying territories. Economists account for this by citing what they call "the law of diminishing returns." Every business man might profitably give an hour to studying this law.

Few of the well-known concerns which successfully cover the entire country achieved national distribution by a spectacular, sudden splurge. It was with them, rather, a gradual growth, starting with their home town, spreading to the state and then to the near-by states, and consolidating each position as it was taken.

There are three principal reasons for attempting to sell over too wide a territory—pride, advertising in periodicals of national circulation, which, unless much of the circulation that is paid for is to be wasted, must be accompanied by national distribution, and the general lack of knowledge as to what it costs to sell.

The first two reasons are so obvious that I am passing them over with mere mention.

I believe, however, that I can be of constructive help by describing a method which gives accurate and informative figures on the cost of selling. If used intelligently the figures will safeguard profits by telling manufacturers where and to whom to sell.

I am convinced that the most expensive of all business mistakes arise from determining the cost of selling as a percentage of the sales. There is practically no end to the trouble such an alleged cost will lead to if it is regarded as gospel truth.

Take the small business which is selling say $300,000 a year in a small territory in the vicinity of the plant. Its total cost of selling is $24,000 a year, which gives, as commonly figured, a selling expense of 8 per cent. If this figure has been maintained for three or four years most people assume that some occult power has ordained that 8 per cent shall now and forever be the selling expense for that business provided some nefarious outside influence like cut-throat competition does not knock it into a cocked hat.

It follows, according to that line of reasoning, that $1,000,000 worth of business can be secured at a selling cost not greater than $80,000, and $10,000,000 worth (which is what national distribution would mean) for $800,000. In fact, since in the factory increased volume often brings a lower rate of overhead, it is usually expected that with national distribution the percentage cost of selling will go down. Perhaps it would drop to 7 per cent or even to 6 per cent—who knows?

That is the sort of erroneous conclusion which even the best of reasoning is apt to lead to when based on wrong fundamental information.

For one thing, if a percentage cost of selling, such as 8 per cent, means anything it must mean that to sell $100 worth of goods costs $8, regardless. Yet it may cost nothing to sell an old customer who sends his $100 order through the mail, and it may cost $500 to open a new account with an order of the same size.

It is natural to assume so long as the per cent cost of selling is less than the gross profit that all sales are profitable sales.

Based on that erroneous conclusion a manufacturer I know made strenuous efforts to open up new retail outlets for his product. He wanted to extend to the inhabitants of every hamlet the boon of being able to buy his product. "Let not even a crossroads store escape us," might well have been his slogan.

Sales went up, but to his chagrin,

Courtesy New York Edison Company

NEARLY every concern which achieves national distribution sells at a heavy loss in some of the territories remote from the home office. Because an eastern company may sell in New York at a sales cost of 8 per cent, to assume that this figure holds good for the national sales cost is an error which is only too common. Any manufacturer would do well to study his market carefully and discover exactly where his profits lie, both with respect to geography and the sales practicality of the line, before attempting to gain national distribution by a sudden, spectacular advertising splurge

net profits dropped. The upset was as astonishing to him as the defeat of an odds-on favorite. He decided that there must have been a mistake in the calculation.

As a matter of fact the additions, subtractions and other arithmetical processes had been correctly performed. The adding machine was not to blame. The fault was that an assumption had been made which was simply not so. It cost more to sell in some territories than in others, certain classes of dealers were bound to be unprofitable, certain outlets that could have been made profitable were, through ignorance of their possibilities, not given the help they needed, and old established customers were neglected in order to secure new dealers who could not become profitable customers for a couple of years.

There is only one way to show up such conditions beyond the possibility of argument. That is to find out how much it costs to have a salesman make a call. In some parts of the country a salesman for this company could make only one call a day at a cost ranging from $80 to $130 per call.

When the manufacturer was first shown these figures he derided them.

"That is ridiculous," he chortled. "Not one of those men get more than $60 a week salary nor more than $75 a week for expenses. Their total cost for a week is about what you say it is for a day."

Thus were we plunged into an explanation of the elements of overhead which we have made many times before both as it affects manufacturing and selling. Usually the direct cost of salesman—his salary and expenses—is much the smallest part of the total.

It is not possible in a short article to describe in detail all of the calculations that must be made to determine the cost per call for even one business. It will be apparent, however, that each man must bear a fair share of the general sales expense.

He must be supervised. There is expense in the general and branch sales offices for clerks, stenographers, rent and supplies. The officers of the company, such as the president, give some of their time to sales problems, so the salesmen must bear part of that cost.

Presumably the advertising makes his way easier, so he should be charged with some part of it, the amount to be determined in ways which will hardly be the same for any two concerns. Sometimes it may be right to charge him with a share of the general advertising. Certainly any direct advertising sent to the people he sells will be borne by him. And usually any advertising which he furnishes to his retailers should enter into the cost per call.

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The Trend in the Use of Color

By Richard A. Dunne

IF the use of color in magazine advertising increases at its present rate, what will the situation be five years from now?

Even now, more than one page in every three in the leading women's magazines is in color, according to the following statement based on figures obtained from the publishers of these magazines. If the present rate of increase is merely maintained by 1930 more than three out of every five advertisements, and by 1935 virtually all the advertisements in these publications will be in color.

Figures for the following women's magazines were studied: *Ladies' Home Journal, Woman's Home Companion, Pictorial Review, Good Housekeeping,* Butterick Combination and *McCall's.* In this group the color advertising has increased from 30.5 per cent of the total advertising linage in 1923 to 35.9 per cent in 1924. This increase of 5.4 per cent may not at first glance seem large. But if this rate of increase is merely maintained, in five years over 60 per cent and in ten years virtually 90 per cent of the total advertising linage in these magazines will be in color.

The other publications studied, namely the *American, Red Book* and *Cosmopolitan* magazines, and the *Saturday Evening Post,* also showed an increase in the proportion of color advertisements, the latter's increase being the highest in percentage.

By what new means will the most enterprising advertising men make their advertisements emerge into dominance from amidst that ultimate blaze of color?

Statement Showing Comparison of Total Linage, Amount and Percentage in Color for 1923, 1924

	1923			1924		
	Total Linage	Color Linage	Per Cent Color	Total Linage	Color Linage	Per Cent Color
Ladies' Home Jl...	937,629	329,800	35.17	967,201	431,800	44.64
Woman's H. Comp.	514,565	180,880	35.2	549,838	206,720	37.6
Pict. Review.....	550,967	192,800	35.	566,677	196,040	34.6
Good Housek'p'g...	633,225	96,096	15.	651,830	146,718	22.
Butterick Comb....	312,120	105,400	33.7	322,320	125,800	39.0
McCall's	449,538	132,000	29.	402,735	135,320	34.
	3,398,044	1,036,976	30.5	3,460,601	1,242,398	35.9
American	525,155	60,918	11.6	530,319	64,350	12.1
Cosmopolitan	258,953	27,885	11.	290,897	32,175	11.
Red Book	337,963	30,030	8.8	324,377	33,462	10.3
	1,122,071	118,833	10.6	1,145,593	129,987	11.3
Sat. Eve. Post.....	3,249,246	846,600	26.06	3,605,094	1,144,440	31.75
Total for two lower groups	4,371,317	965,433	22.1	4,750,687	1,274,427	26.8
Total for all three groups	7,769,361	2,002,409	25.8	8,211,288	2,516,825	30.6

Table Showing the Rate of Increase for Each Type of Advertising in the Ten Magazines

	Total Linage	Total Color Linage	Black and White
1924	8,211,288	2,516,825	5,694,463
1923	7,769,361	2,002,409	5,766,952
Increase	441,927	514,416	72,489
Per Cent of Increase	5.7	25.7	Decrease 1.3

A comparison similar to the above for the six women's magazines is shown hereunder as the largest use of color is in these magazines

	Total Linage	Total Color Linage	Black and White
1924	3,460,601	1,242,298	2,218,203
1923	3,398,044	1,036,976	2,361,068
Increase	62,557	205,322	Decrease 142,865
Per Cent	5.4	19.8	6.0

Reprinted with permission from J. Walter Thompson *News Bulletin.*

Using the Motion Picture in Public Utilities Advertising

By Arthur Williams

Vice-President, The New York Edison Company

THE most difficult thing in the world to overcome is human inertia — that reluctance to abandon the habits and devices of the past in favor of the new, the improved methods which the march of civilization brings to our very doors. The housewife bends over her washtub and ironing board simply because her mother and grandmother did so before her. The fact that this manual labor on her part is no longer necessary does not come spontaneously to her attention. She hears vaguely of modern inventions but these in many instances seem infinitely remote from her world. And she is reluctant to experiment with the unknown.

Of all the elements that have become a part of our present day life, electricity is the most difficult for the mass to visualize. It would be difficult to overstate the importance of the part which this great element plays in our present civilization, and its importance is increasing from year to year. For this very reason it is highly desirable that people understand electricity for what it actually is. To promote this understanding in the most popular and comprehensive manner is the end to attain which The New York Edison Company has resorted to the motion picture.

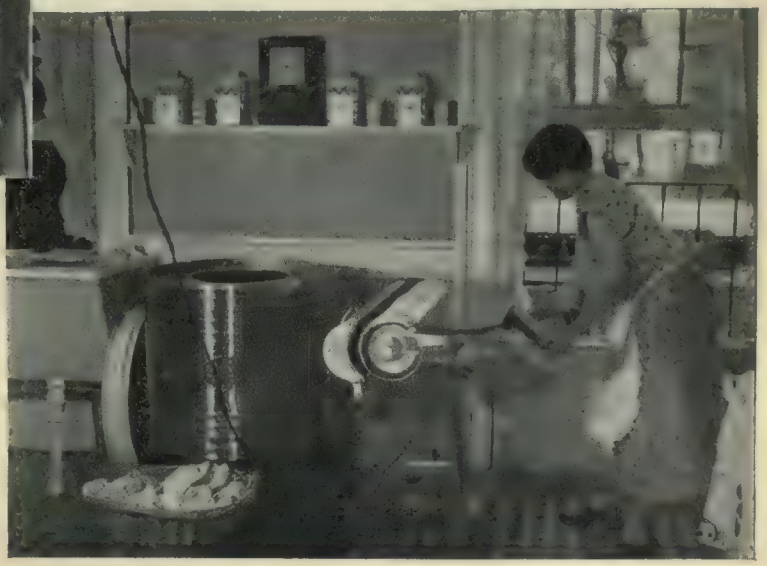
It is our privilege to hold what is probably the most valuable and most responsible franchise in the world: the franchise of the city of New York. We cannot allow ourselves to look lightly upon the tremendous responsibilities and obligations which this thrusts upon us. We consider that every person in our city is a part owner of this franchise, regardless of race, creed or color. It is their right to know what we are doing, how we are fulfilling that obligation, and look upon it as our duty to show them.

Entirely aside from the technical aspect of the question, there is a human side which is of even greater importance. There was a time not so long ago when we could meet our customers in person and talk over any grievances which they might have. By personal contact in this way, most misunderstandings were quickly cleared up. But as we grow in size we are forced apart. Next to actual contact which is now rendered impossible, advertising offers to industry its most satisfactory means of reaching the public clearly and with mutual understanding.

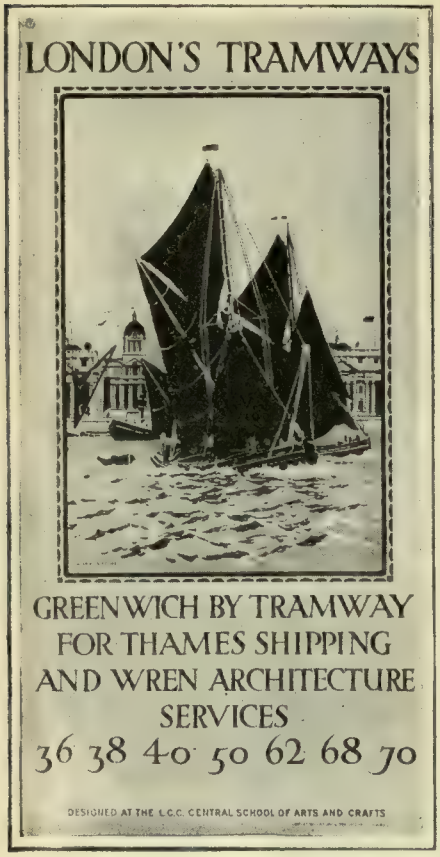
With this in mind we have prepared a number of short films depicting various phases of The New York Edison Company service and what it means or can mean. These fall roughly into two classes: the purely technical films which show where electrical power comes from, how it is generated and distributed, and the tremendous task which the company has assumed in order to insure continuity of this service at all times; and, second, the films which show the actual application of this power to everyday living conditions. In this latter group there is a high

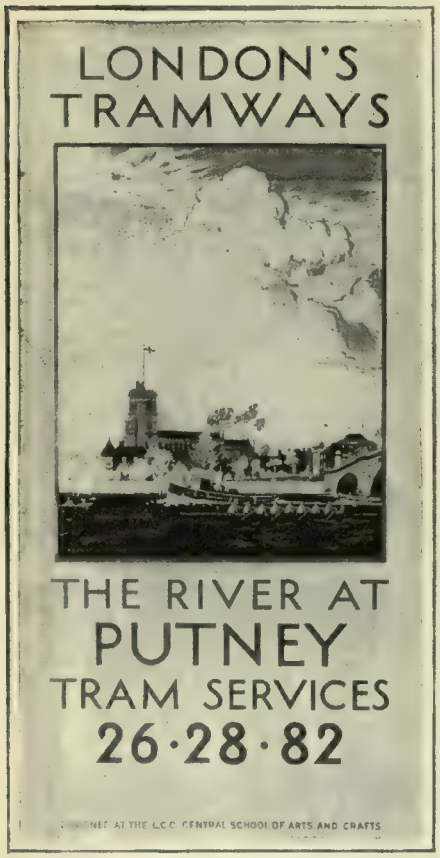
[CONTINUED ON PAGE 38]

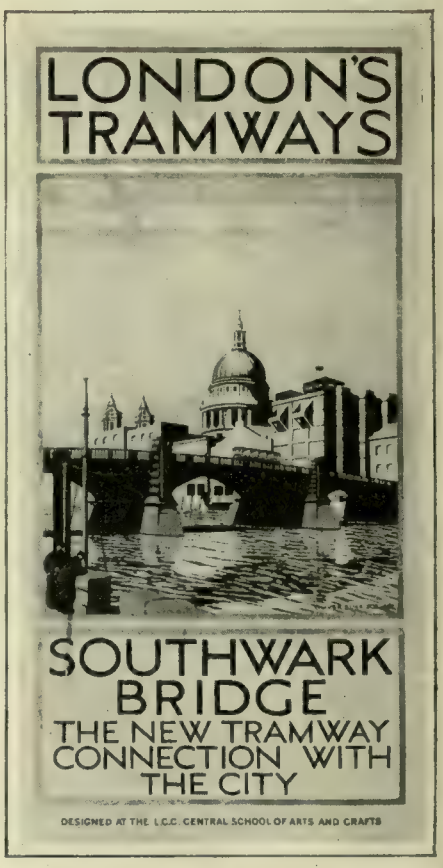
Courtesy Visugraphic Pictures, Inc.



TWO scenes from the latest film of The New York Edison Company, entitled "Saving the Day." This production takes up the home life and household problems of the average American wife of limited means. Beginning with Sunday evening, she is shown at every step of her weekly washing until Tuesday evening, when the ironing is finally finished. How electricity will solve her problems is then picturized







WITH one brilliant exception, in the case of the Chicago Rapid Transit Company, American traction company posters are negligible, both in quality and quantity. The British go in for this sort of thing far more intensively. The art work is the best that can be obtained and the effectiveness is greatly enhanced by the really remarkable color effects. These range from brilliant splotches of eye-compelling reds and greens to the most delicate and subtle of pastel shades. By departing from "the rules," so called, the British have produced something really fine and worthwhile. And, incidentally, they make one really want to travel in the London trams. Their existence seems altogether justified.

When Should You Use Color in Your Advertising?

Why the Mail Order Houses Use Color in Some Cases and Not in Others

By Ralph K. Wadsworth

IF most of us had our way we would prefer to produce our advertising in colors. An advertisement in a magazine, a circular or a catalog always appears much more attractive that way, and the merchandise stands out from the page.

But when you begin to figure costs, that is another story. The use of color usually requires a much more expensive paper, such as enamel coated stock; the art work runs into more money; color plates cost several times those of black and white; and finally there is the additional presswork.

The cheapest form of catalog reproduction you can employ is that used on most of their black and white pages by Sears Roebuck and Montgomery Ward & Co. This calls for a 19 pound or 22½ pound newsprint. On the basis of a four million run it figures out at approximately $3,000. This includes art work, preparation, plates, postage and such items. But when you step into the four-color class, immediately your costs jump and you pay about $17,000 for the same run.

Under the circumstances does color pay? And if so, when can you make it pay? Obviously, if a black and white mail order page costing $3,000 brought in $30,000 sales on merchandise that could only stand a 10 per cent selling cost, a color page of the same items must produce $170,000 sales, or the use of color will eat up your profit.

On the other hand, if a $3,000 black and white page brought in $60,000, and you could afford a 10 per cent cost of sales, it might be good policy to use a $17,000 color page, even though it brought but three times the business. The added net profit on the larger volume would more than make up for the added cost of sales.

THE increased cost of color pages is only justified by a corresponding increase in sales. On certain particular types of merchandise this is realized while on others the profits are eaten up by the costs. By careful study and clear-sighted merchandising the mail order houses have solved their problems of when to use color pages in their catalogs and when to leave them alone

When you examine a mail order catalog you will notice that color is employed on some lines and not on others. Color, or for that matter any form of catalog reproduction, is employed by such firms as Sears Roebuck and Montgomery Ward on a scientific basis. Its only justification is the production of an increase in sales corresponding to the increased cost. So when you see color limited to fashions, rugs, dress goods and sweaters, for example, you can be sure that this is in accordance with years of tested experiment, which it would be well to consider when applying color to your own line.

Some items show up to much greater advantage in colors than in black and white. A color page for rugs easily has six times the sales value of a black and white reproduction of the same merchandise. Yet you could not expect this to apply to an automobile tire or a sewing machine. Four-color printing will enhance the appearance of any merchandise, but not always to the same degree.

Whether you sell to the retailer or to the consumer, you will find

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A Suggestion for Mr. Fiske

By Kenneth M. Goode

PINK paint and black ink, glaring lights and thundering presses; calls for the second act and curses from the City Editor, have long been an old story to the public.

Stage and newspaper writers lost no time exploiting in their own businesses the general public's universal passion for getting behind scenes.

Even the motion pictures have wavered from the old tradition that harmful disillusion might result from showing a man in President suspenders and three days' whiskers directing with a megaphone the coquetries of Cleopatra awaiting Antony alone in her boudoir.

Kleig lights and one-way towns have lost their novelty along with the techniques of the earlier arts, and any modern twelve-year-old Merton can describe a motion picture camera in technical detail.

Now the behind scenes movement sweeps into the advertising field. The desire to do-it-without-a-make-up is among us. Statements that ten years ago were handled cautiously even in the advertising trade papers are today boldly printed for public readers in the daily newspapers.

The old slogan of our trade, win or lose, *"It pays to advertise!"* is being honeycombed and undermined.

Two able and competent advertising agencies are actually in friendly conflict on a title for public consumption. Their rival advertisements are both about "The *Limitations(!)* of Advertising."

With one colossal coincident stride, the Metropolitan Life Insurance Company swings into the movement. "The Magic of Print," a page advertisement in the August magazines, warns people not to believe anything merely because someone else has set it up in type.

Thus, in the same month, we find an advertising agency warning prospects not to expect too much from what they put into advertising, and a big advertiser warning the public not to expect too much from what they get out of it.

Were it not that the good publications already rid of patent medicine advertising really deserve the appropriation, I would venture to suggest to Mr. Fiske an interesting experiment:

"The Magic of Print" is too excellent and too powerful an example of its own title to be allowed to die with only one flutter in the really well behaved magazines.

Why not extend its usefulness to half a dozen of the publications that still carry the questionable advertising the Metropolitan so admirably exposes?

One doesn't send missionaries into the churches. So far as unreliable advertising is concerned, the *Post, Digest, World's Work* and the like are veritable cathedrals of virtue. As for *Collier's,* it campaigned against these same patent medicines twenty years ago.

The proper place for a policeman keeping people out of a gambling house is at the front door, not in the next block. If Mr. Fiske wishes to have some real fun with his masterly advertisement let him take it into the slums. Let him run it —or, them, if he can get a *series* equally good, in a dozen publications that don't protect their readers against advertised cures.

A hungry cat in a cellar full of fat mice could hardly cause a greater panic—or do more good—than the "Magic of Print" might in these magazines that would have either to refuse so magnificent a patron as the Metropolitan or jeopardize the revenue from their back door patent medicine advertising.

This idea of offering advertising revenue to publications that offend is, I admit, not an ordinary practice. If a few properly directed insertions could drive out, or even nullify, a few hundred of the advertisements actually at their work, it would transcend all "Limitations," and demonstrate not only the magic of print but the miracle of advertising.

Incidentally the Metropolitan is demonstrating in this series the almost neglected fact that an advertisement can be "institutional" and still have a definite point. Because it doesn't directly advertise policies for sale, this advertisement doesn't feel obliged to sell nothing at all. It has one idea it seeks to sell, *"If you are sick, call your doctor,"* and puts its whole weight skilfully and directly behind it.

The Magic of Print

THE old patent-medicine fakir who held forth on street corners at night with his flambeau torch and his amazing, rapid-fire lingo knew well the magic of print. And the army of quacks who followed him have made use of the same magic. Most men and women accept without question *printed* statements which they might discredit were the same words *spoken*.

Never before in the known history of the world has there been such an orgy of fake "cures" as there is today. We are living in so wonderful an age—such marvelous scientific discoveries have been made—such amazing feats have been accomplished —that people believe almost anything is possible. The "quacks" are quick to take advantage of this credulity. You will find them trailing along in the wake of every announcement of important medical research, with false claims of their "discoveries", their fake mechanical appliances and special treatments, their "health institutes" and their offers of free diagnosis and treatment by mail.

Millions for Fake "Cures"

Fake-medicine labels are more cautious than they used to be. The U.S. Government, through the Federal Food and Drugs Act, forbids false or misleading statements on the trade package. But this Act does not prohibit lying statements in advertisements, circulars, or window displays.

The vultures who prey on the sick rarely exploit "cure-alls" today. They are too clever for that. Instead, they advertise different remedies each guaranteed to cure a specific disease —tuberculosis, cancer, diabetes, kidney trouble, blood diseases, skin eruptions, epilepsy and almost every other serious ailment. And the dollars—millions of them every year—roll in to enrich these ghoulish quacks whose profits are tolled from human lives. They trade upon the fear of death and heartlessly swindle the last penny from desperate, sick people.

"Read the Label!"

"DON'T take my word for it that this medicine will cure you! Don't take anybody's word! Read the label and see for yourself," the street corner patent-medicine fakir urged as he held up a bottle containing some colored liquid guaranteed to cure a long list of ailments and diseases. His confederate in the crowd asked to see a bottle—and then the sales began.

But even worse than this theft of money is the murderous waste of precious time for which these quacks are responsible. Sick folk are pitifully easy victims. They experiment and hope—tragically—until it is too late. Waiting even a few weeks to try out a new patent medicine or a course of treatments at some dubious "health institute", may mean death which might have been prevented by the right medical care.

Cancer and Consumption "Cures"

Of late there has been a renewed wave of advertising of specific cancer and tuberculosis "cures"—the most despicable and cruel of all frauds perpetrated upon sick people. No medicine has ever been found that can be depended upon to cure these diseases—despite seemingly substantiated claims of manufacturers. Testimonials count for little. Many quacks are still using testimonials signed by people who died years ago from the very diseases of which they claimed they had been cured.

When a cure for tuberculosis or cancer is found it will not be necessary for the discoverer to advertise. Any experimenter who finds a remedy for either of these scourges will be acclaimed the greatest benefactor of our generation. Magazines and newspapers everywhere will shout the glorious news of his discovery. Instead of being crowded away in a few inches of advertising space, the story will blaze in front-page headlines!

Do not be deceived by the magic of print. Avoid advertised "cures". If you are sick see your doctor.

Although no specific remedy for the cure of tuberculosis has been found at the time this is written and scientists are working constantly on the problem—there are literally hundreds of nostrums offered to the public as guaranteed cures.

Against this cruel exploitation of the sick, the Metropolitan Life Insurance Company invites the cooperation of editors and publishers everywhere.

It is true that the tuberculosis death rate has been reduced about 50% during the past 10 years and each year shows an improvement. This great battle is being won by a campaign of education through which people are being taught that although tuberculosis cannot be cured by medicine it can be prevented and even checked in its early stages and perhaps be permanently arrested —by fresh air, sunshine, rest and the right kind of nourishing food.

Booklets giving recent and authoritative information concerning Tuberculosis and Cancer will be mailed free upon request.

HALEY FISKE, President.

Published by

METROPOLITAN LIFE INSURANCE COMPANY - NEW YORK

Biggest in the World, More Assets, More Policyholders, More Insurance in force, More new Insurance each year

THE · EDITORIAL · PAGE

To Save the Public's Money

WE learn that the Investment Bankers Association of America is contemplating a campaign of paid advertising to educate the public as to how and why to make dependable investments, and to show people how to save some of the half a billion dollars that it is estimated is sunk every year in wild-cat stocks and other worthless investments.

This is another of those broad uses of advertising that will serve as a social benefit as well as a stimulus to the investment business. Such a campaign would have stood out fifteen years ago as a radical departure; today it is accepted, by the public and the advertising fraternity alike, in a matter-of-fact way that in itself serves to remind us how much advertising has broadened in a few brief years.

Charting Yesterday to Foretell Tomorrow

THE president of a large and very old company in the clothing field disclosed to us recently that his company had, after careful research into the sales records for nearly two generations back, developed a set of charts which promise to take out of his business much of the element of chance which he had always supposed was inescapable in a business where style is a major factor.

These charts show that in this company's field nearly all of the elements involved, such as color, cut, materials, etc., follow pretty definite cycles, and that from the past it is possible to foretell quite definitely what is likely to be most acceptable to the public in any given season, if indeed it is not actually demanded.

"With these charts we can go ahead with an assurance that quite amazes us," remarked this president; "and that assurance is in itself added insurance that our business will prosper during any given season, for it gives our salesforce a sense of authority and conviction that they transfer to their customers, and their customers in turn transfer to the clerks in the stores where our merchandise is to be sold. In short, they both foretell and fortify. The surprising part is that it has taken us so long to make this discovery; it makes me wonder if we are not groping into the future in respect to other factors of our business when we might be charting our yesterdays to foretell our tomorrows."

The Other Half of Simplification

THE National Electric Light Association, cooperating with the Division of Simplified Practice of the Department of Commerce, is about to reduce the number of sizes and styles of electric light bulbs from the forty-five now in use to five standard sizes and styles.

There is nothing particularly significant in this step as it is in line with the broad trend toward simplification. But there is significance in the further fact that an advertising campaign is to be inaugurated to inform the general public of this step and point out the advantages and economies accruing from this simplification.

Actual physical simplification is only half of the simplification program; the other half is to enlighten the consumer as to what simplification means to him in terms of lower prices or better values.

Other industries may well follow the lead of the electrical industry in its double program of simplification and education.

Congress Lends a Listening Ear

WHEN the present postal rates were established by Congress it was with the provision that they should prevail only until a joint committee of the Senate and the House should be able to make a careful investigation and recommend legislation for permanent rates.

This committee began its hearings in Washington on July 20, and then embarked on a listening pilgrimage extending from New England to Minneapolis, starting with Atlanta, Ga., and moving next to Philadelphia. Following is the remaining schedule of its hearings, as nearly as can be determined in advance:

August 3 to August 8—New York, Assembly Room, Waldorf-Astoria.
August 10 to August 13—Boston, Assembly Room, Hotel Touraine.
August 14—Augusta, Me., Assembly Room, Augusta House.
August 15—Augusta continued (morning only).
August 17—Buffalo, N. Y., Assembly Room, Hotel Statler.
August 18—Buffalo continued (morning only).
August 19 to August 26—Chicago, Assembly Room, Congress Hotel.
August 27 to August 29—St. Paul and Minneapolis.

This committee is earnestly seeking light on the question of postal rates, and expressly urges every business man who has ideas or suggestions that will contribute to a sound solution to this vexed problem to appear at any one of these hearings and present his ideas or suggestions. No invitation is necessary; the committee will lend a listening ear to any who present themselves.

Now is the time for business to make itself heard on the postal question—or forever hold its peace.

Left-Handed Luring!

SAYS the *Chicago Retailer:* "In order to persuade farmers to come to town for special days, a Kansas general store sent a right-hand cotton glove by mail to 300 farmers. The customers were asked to call at the store to receive the left-hand glove. They came."

Might not many businesses develop adaptations of this idea for sampling purposes or to stimulate personal visits of prospects to the stores or branches where their products are sold?

England Holds Its First Convention

NEARLY one thousand men and women interested in advertising assembled at Harrogate early in July in the first British Advertising Convention. Apparently the seed of the London Convention of last summer fell upon good ground, and from now on we may expect to see rapid growth in organized advertising across the water.

Are You One of Advertising's Overspenders?

By Robert R. Updegraff

THERE are at least four advertisers in America who are frequently accused of "overspending." They are: The Victor Talking Machine Company, The Congoleum Company, Wrigley, and Joseph Campbell Company. Their advertising appropriations run over a million dollars annually. Their advertisements seem to be everywhere—and nearly always in big space and prominent locations.

There are, on the other hand, literally hundreds of advertisers in America who come in the class of the concern referred to by a New York advertising agency executive the other day in speaking of the officers of a certain company: "They are still trying to find out how not to advertise without not advertising."

Those in the first group are trying to find out how to spend *more* money in advertising, with profit. The second group are spending as little money as they can and still make a showing and keep their names before the public. They believe themselves wise spenders because they spend so very cautiously —or perhaps *reluctantly* is a better word.

The bald truth is that these reluctant spenders are, as a class, the real overspenders in advertising: they *over*spend and by *under*spending. Whereas The Congoleum Company, Wrigley, The Victor Talking Machine Company and Joseph Campbell Company, and half a dozen other of the very largest advertisers, are buying results very cheaply with their million-dollar appropriations because they are mixing generalship with their dollars.

Make no mistake: this is no brief for million-dollar appropriations. There have been advertising appropriations running into six and seven figures that represented gross overspending. But for every advertiser who has overspent in this way there are perhaps fifty or a hundred advertisers who have overspent by underspending. It is going on every day, this kind of overspending, in every field of advertising — newspapers, magazines, business papers, technical journals, outdoor advertising, direct-by-mail advertising, street-car advertising, and all the other forms or mediums of advertising, individually and taken together.

The overspending usually begins when the responsible executives of a business start to answer the question, "How much shall we spend in advertising?"

There are a dozen ways of establishing an advertising appropriation, and most of them are fundamentally wrong. Not that they are wrong in *method:* basing an appropriation on a percentage of anticipated sales, or on a certain unit of the product, or on a certain percentage of the previous year's profits, or on a certain percentage of the previous year's sales, or any one of the other common methods of determining appropriations is good so far as *method* is concerned. But they are all wrong in *approach.* They remind one of a man laying down $18.45 at a ticket window and asking for that much worth of railroad ticket. If he is just 615 miles from his desired destination and the rate is three cents a mile, his travel appropriation is adequate, for that figures $18.45; but if he is three thousand miles from his desired destination, he might better have saved his $18.45 —or else revised his ideas and planned a shorter trip, but one with just as definite a destination.

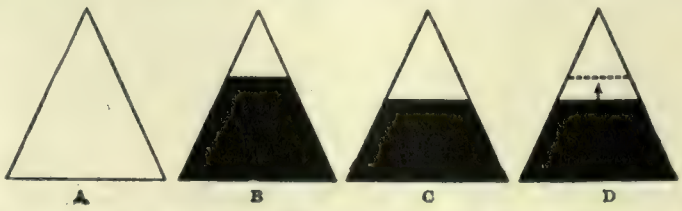
Let us consider a case in point. Some years ago, a new and meritorious baking powder was introduced in the United States. The very large sum of one hundred thousand dollars was set aside for an advertising campaign to introduce this baking powder. A national campaign was started and everything went well—until the hundred thousand dollars was gone. The new baking powder was only about half way to its destination—National Distribution—but its trip was *over,* for no more money was available for advertising.

One hundred thousand dollars is a large appropriation—but not for a two hundred thousand dollar trip.

About the only people who remember that baking powder now are the men who put up the hundred thousand dollars; and memories are all they have left to show for the two hundred thousand dollar trip they started to take with a one hundred thousand dollar ticket.

Had they selected for their destination a less remote point—say North Atlantic States Distribution, their one hundred thousand dollars would have carried them through and, with the momentum gained and the income from current sales, they could then have bought a ticket for the next destination—South Atlantic States Distribution or Middle West States Distribution, and continued their journey, by stages, until they would have reached National Distribution.

The point is, there is but one really sound and sensible way to arrive at a proper figure for an advertising appropriation and that is to approach the problem on the



A—Potential business available to a given advertiser.

B—Must do this much business to "get by."

C—Can do this much business without advertising, but not very profitably.

D—Must raise business to dotted lines. But why stop there? Big profits are made on the business in the peak.

BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn
INCORPORATED

An advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
Frank Baldwin
Bruce Barton
Robert Barton
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
E. H. Coffey, jr.
Francis Corcoran
Margaret Crane
Thoreau Cronyn
Webster David
C. L. Davis
Rowland Davis
W. J. Delany
W. J. Donlan
Ernest Donohue
B. C. Duffy
Roy S. Durstine
G. G. Flory
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Gilson B. Gray
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Clara S. Hawkins
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
S. P. Irvin
Henry S. Jones
Charles D. Kaiser
Dorothy Kenney
R. N. King
D. P. Kingston
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
Harford Powel, jr.
T. Arnold Rau
Winfield Shiras
Irene Smith
John C. Sterling
J. Burton Stevens
William M. Strong
Charles Wadsworth
D. B. Wheeler
C. S. Woolley

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

more logical basis of:

(a) The distance to be traveled

(b) The force necessary to travel that distance

(c) The cost of operating that force

Naturally, due allowance must be made for the ability, and even the willingness of the advertiser to spend money, and no one can make that decision for him. But the question of willingness or unwillingness, ability or lack of ability to appropriate a given sum, should come *after* the distance to be covered, the force necessary to cover that distance, and the cost of operating that force have been analyzed.

The primary question should *never* be, "How much should we spend?" but "How far can we go?" or "What is our destination?"

That is the basis upon which the Congoleum Company and Wrigley and Joseph Campbell Company and several other large and notably successful advertisers have brought their businesses to their present huge sizes. It is just as possible to apply the necessary checks against wastefulness and rashness of expenditure when spending a million dollars as it is when dealing with an appropriation of more modest proportions.

As pointed out by Howard Dickinson some five or six years ago, in planning advertising we should come as near as possible to analyzing the problem of the advertiser in terms of foot-pound dollars.

Of course, it is difficult—in fact, impossible—to measure mental suggestion force exactly in terms of horse-power units. But it is possible to get a fairly accurate measure if we understand the following elements:

(a) Size and quality of circulations, which can now be determined fairly accurately, thanks to the Audit Bureau of Circulations and the spirit of cooperation among publishers and other vendors of advertising space

(b) Relative power of different sizes or units of space and frequency of insertions, which can be estimated with reasonable accuracy

(c) Relative power of appeal of the right kinds of illustrations, display and copy, as compared with that which is not so good

(d) Momentum, already acquired. (Prestige, past and present sales, consumer readiness to accept and dealer willingness to handle, to use a commodity sold at retail as an example)

(e) "Kinetic energy," or the power of a body in motion to do work

CAMPBELL'S products—soup and pork and beans—are advertised regularly in so many publications that the first right-hand advertising page following the text is popularly known as "The Campbell Soup Page." Campbell's have fitted their advertising appropriation to their advertising objective. This is not overspending

IN business as in physics, momentum varies with the velocity, mass being constant; while the kinetic energy—the energy of the body in motion—varies with the square of the velocity.

All of which means, put very simply, that if the velocity of a moving object is increased from one to two feet per second, you have four times the kinetic energy; and if the velocity is increased ten-fold, you have one hundred times the kinetic energy—the power to do work.

The *momentum* of a gun in recoil and of a projectile in flight may be the same, but the *kinetic energy* of the projectile is vastly greater, because of its high *velocity;* it can do more work, crush more rock, generate more heat, or whatever it is required to do.

And just as high velocity is important in doing physical work efficiently, so is high velocity important in putting ideas across through advertising. If the mass is large (a sound, desirable, accessible product or proposition), and the velocity is high (a sufficiency of advertising space, good use of that space, and sufficient frequency of advertisements, with other things—trade-pushing forces—used in proportion) you have high kinetic energy or power to accomplish work.

Mass in physics is the load to be lifted or moved; therefore, it is logical to say that in business, mass is the product embracing the elements, intrinsic merit, value of merchandise, and proposed total output. Velocity in physics is quantity of motion or speed; in business it is represented by the *vigor* of the use of all business promotion forces, such as the use of salesmen, advertising, collateral work, help of jobbers, dealers, and the pulling power of demand.

This is scientific and can be depended upon. It explains why practically all campaigns that are based upon "high velocity" exploitation of substantial merchandise are highly successful.

It explains why the million dollar appropriations mentioned in the opening paragraph of this article are not overspending but, rather, very shrewd spending. The advertiser who is able to run big space with frequent insertions multiplies the return per dollar expended at a high rate because he follows a policy that produces high kinetic energy—the power to do work.

Look at the problem another way. Diagram A represents the potential business available to, let us say, a maker of cutlery. Diagram B represents the amount of business he must do to "get by"—pay manufacturing costs and his overhead. Without doing any advertising he may

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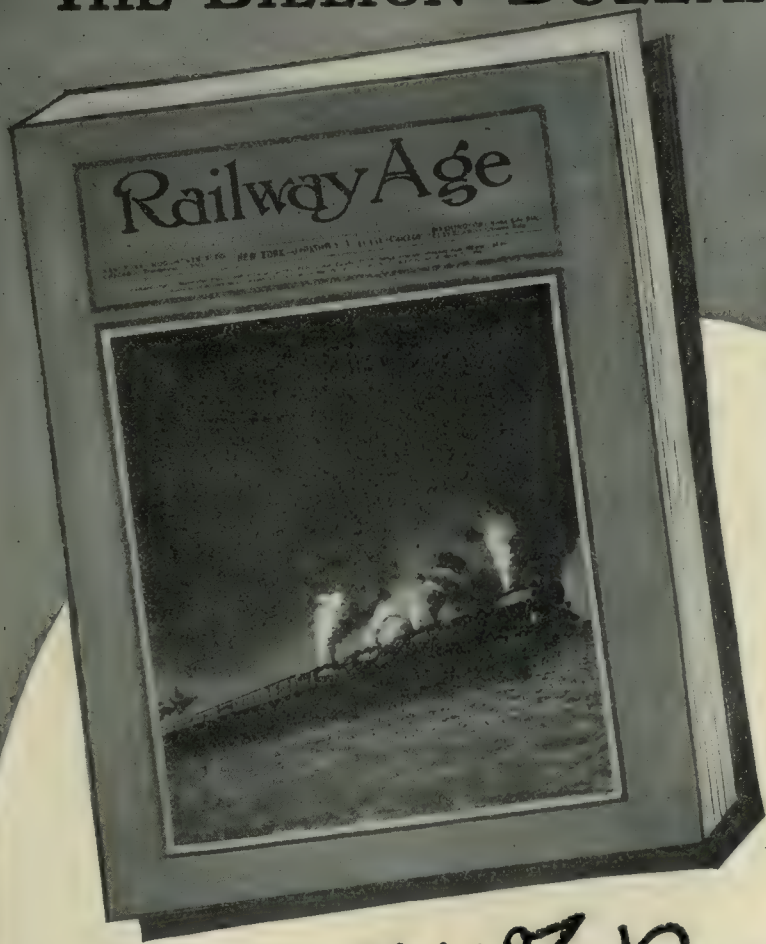
THE BILLION DOLLAR MARKET

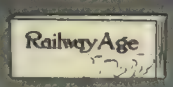


83.94% Renewals

is a real indication of the value of the *Railway Age* to its readers.

Simmons-Boardman Publishing Company
"The House of Transportation"
30 Church Street New York, N. Y.

608 S. Dearborn St., Chicago 6007 Euclid Ave., Cleveland
Mandeville, La. San Francisco Washington, D. C.
London



SIMMONS-BOARDMAN PUBLICATIONS

ALL A.B.C. ALL A.B.P.

When Advertising Gets Your Goat Try Playwriting

By Kane Campbell

ISN'T it the toughest job in the world getting Mr. Jinks's okay on a four-color back cover?

Yes, it is—not!

Wouldn't it be grand and glorious to chuck the whole business, duck advertising managers, sales managers, vice-presidents and clients in general, hie yourself to the Great North Woods, write one play every year, *mail* it to a producer and just reek with royalties?

And the answer to that, in the language of the Media and Persians, is, "Is *zat* so?"

In my balmy days I led the quiet, peaceful life of an advertising man. Of course I had an Idea that some day I should write one Great Play merely as my contribution to posterity. I went to see many current offerings in order to fortify myself with practical information against the writing of that Great Play. I bought copies of the plays I went to see and subjected them to careful analyses. I began to have a curious professional feeling as I watched those dextrous puppets breathe life into some lucky fellow's mere words. It was lots of fun.

Then, my Idea went to my head.

The reading of "Elizabeth's" novel, "The Enchanted April," was the fatal step. I thought the story would make a good play and I was sure I was just the fellow to dash it off. I wrote to the author of the book asking permission to dramatize. The author, very courteously, replied that perhaps it would be better were I first to make my dramatization of her property and submit it for approval.

I shall pass very quickly over the next two years: over months of calculating, gruelling, perspiring hours spent in producing a first draft which obtained for a producer the precious dramatic rights of the book itself; over more months of rewriting, polishing, developing, and storing or throwing away at least ten suitcases full of dialogue and stage direction. And I shall resume the slow motion at the point where the eyes of my producer began frequently to hover around the desk calendar; as if, after all, this thing might be produced on one of those dates. Who could tell?

I was thrilled at the business with the calendar. I was sure my manuscript was practically perfect. A simple calculation by the permutations and combinations I had learned at preparatory school, and which, with the arrogance of youth, I had been sure I should never use, proved that I couldn't possibly be asked to make another single alteration in construction.

If you grant that it takes *any* hero at least two seconds to enter, and that a play can't be more than a hundred and fifty minutes long, it is possible for the hero to enter only in a hundred and fifty divided by—figure it out for yourself—places. At one time or another I had written the hero's entrance in that many places. And if you use the same set in all three acts and there are only six chairs in the set, the heroine must sit in one of six places—discounting laps because it wasn't that kind of a play—when the hero asks her to marry him. At one time or another I had written the heroine in every one of those six places. It was just possible that I had a word too much here and there; but nothing more.

Again, is *zat* so?

The producer's eyes shifted from the calendar to the forty-seventh version of my act first which lay open on the desk. "Auth," she said—we knew each other so well we called each other by the first part of our first names—"Auth, the stuff you have written for the first five minutes of the first act means nothing. You've got to move that scene to the third act."

I sighed resignedly, because we had gone over all that when Davis was running for President.

"Pro," I said, with the best advertising-selling catch in my voice you ever heard, "you have been in this business even longer than I have, but you're wrong, Pro, you're wrong. When I wrote that stuff in there I knew it meant nothing. I wanted it to mean nothing. Why did I want it to mean nothing? Because, Pro, we are writing this play for a New York audience in a mid-town theater and New York audiences never get to mid-town theaters in time to see the first five minutes of any play. Now if you were going to bring this play into the Century, 'way uptown, or the Greenwich Village, 'way downtown, I wouldn't have made that first five minutes mean nothing. You can't have that scene in the third act, because . . . ."; etc., etc., for one hour and fifty-four minutes.

"Well," the producer finally said, "you may be right, but," as her eye

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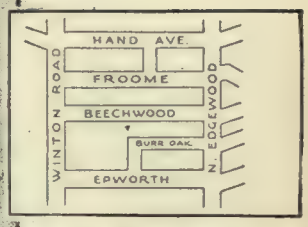


In this part of Winton Place, for example, are 157 residence buildings. Here, 99 Enquirers are delivered every day.

Mrs. Winton Place

...a modern flower in an old-fashioned garden

What a picture! Marigold and phlox, larkspur and Canterbury bells—a bewildering maze of beauty—the Old-Fashioned at its loveliest! You half expect a Colonial maid to come dancing forth from the roses. But no—there beside the sundial is a trim, ultra-modern figure. It is Mrs. Winton Place.

As she turns toward the house, your mind again skips back to far-off yesterdays. It is such a gallant old house. But enter with Mrs. Winton Place. Another surprise! That console radio cannot be a year old. The silverware on the buffet is of a brand-new pattern.

And Mrs. Winton Place's life is just as modern as the interior of her home. Mothers' clubs and bridge teas, church bazaars and musicales—all these claim her time. But brimming with activity as her days are, the after-breakfast hour is always reserved for The Daily Enquirer. Most of her neighbors follow this custom, too. For in this community are 561 residence buildings; here, 314 Daily Enquirers are delivered.

It goes without saying that Mrs. Winton Place is a valued customer of many Cincinnati stores. But her wants are countless—many other merchants have things she would be willing to buy. Of course she cannot guess what they are—you, Mr. Advertiser, must tell her. Tell her in the paper she reads every day—The Daily Enquirer!

N.B.

This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.

I. A. KLEIN
New York Chicago

R. J. BIDWELL CO.
San Francisco Los Angeles

The CINCINNATI ENQUIRER

"Goes to the home, stays in the home"

Written by Our Readers

Mr. Hustace Comments on Censorship

EDISON STORAGE BATTERY CO.,
Orange, N. J.
August 3, 1925.

TO THE EDITOR:

William E. Cameron's article on publication censorship in the July 29 issue of ADVERTISING AND SELLING FORTNIGHHTLY contains some interesting statements and arguments.

If Mr. Cameron wishes any assistance in "hanging the censor" I shall be very glad to supply it.

At the present time we are engaged in acrimonious controversy with several trade papers who assume not only to censor advertising with regard to the truth of the statements contained, but also wish to have us omit from our advertising any explanation of why Edison Steel-Alkaline Batteries justify a higher first price than the common variety of lead-acid battery.

The comparative copy "bug-a-boo" has reached the point where the possible effectiveness of advertising copy has been cut way below normal and "institutional" advertising seems to be demanded as a protection to the publisher from the fear of contract cancellation upon the part of competitors, regardless of its value to the concern paying the bills.

The attitude seems to be that pointing out any revolutionary change in a product must be either untruthful or "unethical." Those who read your copy may consider your product superior to the competitor's and as a consequence the sales of the latter will drop and their advertising be less effective, thus making it likely that the advertising may be entirely discontinued, with the result of temporary loss to the publisher and the advertising agencies.

It is an axiom of sound economics that any invention which does a certain piece of work quicker, better or more cheaply than existing machinery will eventually supplant the old design. The incandescent lamp succeeded the open gas flame in most offices, factories and homes. The motor truck is playing hob with the railroads on short hauls. The mathematical machine is doing the work of the old time accountant. In industry, at any rate, evolution is a proved fact.

Advertising cannot hold back economic progress but advertising can hasten it. The very men who assert you must not use comparative copy also assert with equal fervor that advertising is the chosen instrument of progress, thus presenting, to my mind, two contradictory views.

Eventually there will be more space sold, and more agents' commissions, and more money for salaries for those who use advertising as a SALES weapon.

Isn't that a more far-seeing attitude for advertising progress than that presented by the censor?

Very truly yours,
A. M. HUSTACE,
Advertising Manager.

A South African Viewpoint of Quality vs. Price

WILLIAM H. MAJOR,
ADVERTISING AGENT,
Cape Town, South Africa.
14th June, 1925

TO THE EDITOR:

This long deferred pleasure has been crystallized into fact by "Henry Eckhardt's" words on "Mere Quality" in your first April issue.

I am advertising for a firm who operates a chain of Drapery stores in South Africa, and our word is *"PRICE."* Searching for a fresh angle with which to tickle the Public's palate, it occurred to me recently to shed a little "White Light" on the "Quality" big drum, which is beaten to death in this city as elsewhere.

Opening the FORTNIGHTLY a few days later, it was good to find how Mr. Eckhardt's views coincided with my own. My actual experience is, that whenever I have put the soft pedal on our price appeal and ventured into the realms of Atmosphere and Quality, a falling in sales has resulted.

This quality "Bogey" has been a thorn in my flesh for a long time. Reading many of the Publicity journals of England and America, I have wondered why the dissertations of those who write in them are nearly always directed at the man who is advertising to a "Quality" public, for whom Price is supposed to be no object.

It would seem, indeed, that this is a world of Quality Goods, Quality Buyers, Quality Sellers and Quality everything else. Mr. Eckhardt has put his finger on one of the flies in this ointment, because humanity, rich, middle class or poor, are, what they are, when it comes to getting value for money paid, or owed.

And there is another aspect of the question which may not perhaps be so apparent to rich America as it is to middle class and poor South Africa.

We are, compared with your standards, a poor community. Two-thirds of the population of this city cannot afford to buy first grade goods even according to our Cape Town standards, where a 25 guinea frock is considered a very expensive item indeed, and nine guinea suits are only for the very, and few elite.

"What am I going to do about this?" says the advertisement man whose work is pointed toward the mass of the people who must have food and clothes and blankets, etc., albeit they cannot, and in many cases do not even want to buy "Quality" goods.

Turning to his journals for help and inspiration, what does he find? Quality—quality is thundered at him from all quarters of the globe. He is told that Quality alone pays. He is told to spend his employer's good money on educating his Public up to wanting something they *CANNOT* buy. Put up in well rounded phrases, it sounds grand; but if it isn't (as far as he is concerned) what you good people call pure unadulterated Bunk, please tell me.

Come out of the clouds, you advertising mentors. Get down to Mother Earth and feel the pulse of the Public whose quality horizon is restricted by the limitations of their mentality, environment and spending powers—for they are here.

This planet, Sir, is inhabited by people of vastly differing qualities. There is room, and there are goods for us all, and so soon as the Advertising High command of the World take due cognizance of this pungent fact, so soon will the millions now wasted on "Quality Only" advertising be directed into more profitable channels.

So now you have my little grouse, Mr. Editor, and to it may I add a sincere appreciation of the FORTNIGHTLY as a guide, philosopher and friend.

WILLIAM H. MAJOR.

Memorable Words!

ROGERS PEET COMPANY
New York
July 29, 1925.

TO THE EDITOR:

When your issue of today interrupted my work this morning, I became particularly interested in what Henry Eckhardt had to say about putting words together for memorable effect, especially where he says "Who can hear 'The Mikado' and not go away, phonographing for the rest of his life: 'Kingdoms animal, vegetable and mineral'?"

Well, sir, since he wants to know, I can do just that, and I bet I can find eight or nine—say fifteen, in round numbers—thousand other men who feel as I do about it.

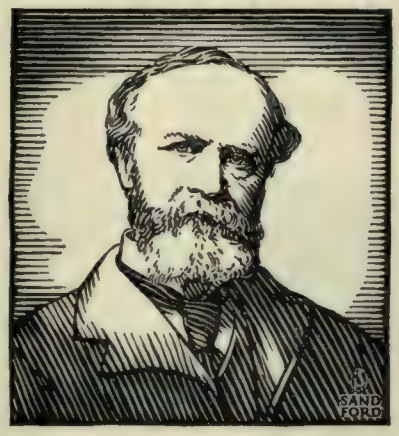
But we all can go hear "The Pirates of Penzance" and thoroughly enjoy listening to the Major General when, about the middle of the first act, he sings of (are you listening, Mr. Eckhardt?) "matters vegetable, animal and mineral."

Yours, in the interests of Memorable Words Week,

A. C. M. AZOY, JR.

THE *INTERRUPTING* IDEA

NUMBER TWENTY-NINE NEW YORK AUGUST 1925



WILLIAM JAMES

There are certain common lines, along which men are inflammable by ideas.

Painless Reading-Matter

IN THE editorial platform of the New York Evening Post, written in 1801, is this:

"The design of this newspaper is to diffuse among the people correct information."

The editorial platform of the average publication of 1925 vintage is this: "To entertain."

Today is the day of painless reading-matter.

And the most painless "reading-matter" of all is the picture.

§

NEWSPAPERS and magazines are therefore steadily increasing the proportion of "pictorials," and steadily decreasing the length of articles and stories.

Most advertisers are following suit.

They pay upwards of $10,000 for a double-page spread, and fill most of it with picture.

They buy a $2,000 painting by some famous illustrator, yet hardly inquire into the text.

They have their advertisements done as studies in design, and are perfectly content to have their copy relegated to a "color" in the composition.

§

BUT the advertiser's problem differs from that of the publisher's. He is trying to sell goods.

When the great American Purchasing Agent, the American woman, buys an article, that sale is the result of a process something like this:

1. Developing the need.
2. Discovering the product or products which meet this need.
3. Comparison.
4. Conviction and sale.

A picture, even a layout, helps wonderfully in the first step,—developing the need. It helps wonderfully in the second step—drawing attention to the product. But when the sale-process comes down to the third step, comparison, the Purchasing Agent wants to know:

—what the product will do?
—how well will it do this?
—why?

In a sentence—

She wants the interesting facts about an interesting performance.

§

Now, a picture can rarely state facts about a product.

A picture can rarely describe excellence of performance, or give reasons why.

A picture can rarely draw comparisons, or point out distinctions.

A picture can rarely secure conviction, or induce action.

§

IT takes copy to do these things.

That is why few advertisements can have more sell than their copy.

§

FEDERAL has prepared for Belding's Silks a new campaign which women have called "stunning." Beautiful fashion drawings and beautiful typography make women feel that here is a message for the discriminating.

Yet this is the lesser strength of these advertisements.

The copy emphasizes "Belding's Silks Wear Well." It explains the deception in weighted silks. It gives a real reason, an "interrupting" reason, for insisting on Belding's Silks.

That is as it should be.

That is as all advertisements should be—as all Federal advertisements are.

§

"THE INTERRUPTING IDEA" *is also issued as an independent publication, printed on Strathmore Paper. Executives who wish to receive it regularly are invited to write to the* FEDERAL ADVERTISING AGENCY, *Six East Thirty-ninth Street, New York.*

This Intangible Thing Called Reader Confidence

By Harry Tipper

THE actuary cannot tell any better than the rest of us when any particular individual may die, but he can say with a remarkable accuracy how many people will die of typhoid within a given period and he can tell whether the causes of death are changing, and to what extent, whether life expectancy is increasing or diminishing. Individually, that is of little concern to us who are interested primarily in our own cases, but we get the benefit of the rates on the insurance and the medical knowledge.

Similarly, the publisher cannot tell you to what extent the individual reader will browse through the publication. He does not know what the individual reader will buy or when. He does know whether the desire for the publication is increasing or decreasing, whether the interest is keener or not so intense. He knows that in this year about so many people will buy the publication, and that certain types of editorial matter will make his book readable and authoritative. He does know how much his subscribers will purchase in general and what.

Harry Tipper
General Sales Manager, General Motors Export Co.

We are fond of considering that individuals, whether in business or social affairs, have many interests in common. From the fact that they have many common necessities which are practical requirements of day to day life, we argue that there are many common interests, but as a matter of fact, the practical evidence does not support this view. Out of hundreds of people that the individual may meet, most of them remain shadowy acquaintances; a small number, in comparison, enter the individual social circle and become friends in the general acceptance of the term; but there are very few to whom we are willing to give up our real confidences and to talk at large about our ambitions and desires. In other words, out of the number of people with whom even the most lonely come in contact, it is difficult to pick out just a few who may be regarded as real friends and with whom the conversation can be free, frank and confidential. In ordinary life, therefore, we are limited to a very few topics of conversation and, of these few, only one or two are permanently interesting.

I WAS at a reception not very long ago, which gathered out of the suburban vicinity in which I live 200 or 300 people who represent the most responsible and intelligent of that town. Circulating around and dipping into one conversation and then another, just to see what was the burden of the talk, it was noticeable that among the men the shift and change of their remarks always brought the conversation back to business, to economic conditions and to the practical affairs with which the man has to deal. One or two other subjects were of considerable interest—for instance, golf and automobiles—but the conversation could always be brought back and kept alive by business. Among the women the same thing was true, only the business of most of the women dealt with the household, so that the conversation came back to servants, schools and the exigencies of social life which constitute the woman's practical activities in such a place. In other words, there are few deep interests in life and there are fewer interests which can be talked about with any degree of confidence in a crowd.

People see only those things in which they are interested and their concentration is directly in proportion to the interest and definitely associated with the interest. I read a golfing magazine because I still have aspirations to be a golfer, despite the discouragements, but it would be useless to advertise a business proposition to me in that magazine. My attention is so closely identified with the associated interest that I should pass, almost automatically, anything which did not deal with the field of activity with which that publication is associated in my mind.

This fact about the subscriber to a publication and the definite limitations of interest in reading is one of the points which we have not considered to any great extent in examining the value of a particular medium in connection with our work.

There is no deeper interest than the interest in business and there is no type of reading which receives the considered attention given to information about business, yet by a curious anomaly we are more easily convinced of the interest displayed

[CONTINUED ON PAGE 54]

Business Analysis and Forecast Section

BUSINESS LOOKS FOR FALL RECOVERY

Expect firmer prices and better buying after summer inactivity is over

Favorable Factors

(1) *Decline in commodity prices checked.*
(2) *The P-V line (the main forecasting line of this service) rises slightly.*
(3) *Stocks of commodities being liquidated.*
(4) *"Real wages" of labor still high.*
(5) *Money is easy and promises to continue so.*
(6) *Business failures decrease.*
(7) *Political conditions favorable.*

Unfavorable Factors

(1) *Production in basic industries not yet fully readjusted.*
(2) *Stocks of commodities still too large, on the average.*
(3) *Unfilled orders small.*
(4) *New enterprises incorporated decrease.*
(5) *Exports decline.*
(6) *Employment of labor continues to decrease.*
(7) *Future trend of prices uncertain.*

The outlook for the summer is for considerable irregularity in business [illegible] and ually increasing stability at a level but little below [illegible]. B[illegible] probably recede a little more rapidly than usual for the season [illegible] A[illegible] present the outlook is for recovery in the fall.

BY DR. LE[illegible]

Di[illegible]ctor New Y[illegible] Univ[illegible]ol of [illegible]ss Research

But don't wait! Plan your fall advertising campaign now We'll be glad to help you

DURING Ma[illegible] the pro[illegible] of dustrial re[illegible] whi[illegible] began about February [illegible] going on. It has become [illegible] more apparent, however, [illegible] readjustment is not to b[illegible] very severe or prolonged. It was preceded by no boom [illegible] production on the average [illegible] little above no[illegible] no great slump [illegible] would b[illegible] expected.

The chief danger at pre[illegible] that producers, in their [illegible] reduce unit costs by i[illegible] volume, may fail [illegible] readjustment to b[illegible] complete. We might h[illegible] of the 1923 and 192[illegible] ds rep[illegible] further [illegible] ment [illegible] dustries such as copp[illegible], [illegible] steel, textiles, and cru[illegible] would have a favorab[illegible] effect on

[illegible] is desirabl[illegible] commodities [illegible] which are still too [illegible] should undergo f[illegible] liq[illegible]tion.

Bu[illegible] become [illegible] probably contin[illegible] extent. This method [illegible] busi[illegible]ness, however, [illegible] carried t[illegible] [illegible]ustries and it w[illegible] be [illegible] lower costs and b[illegible] [illegible] mo[illegible]able profits [illegible] [illegible]ger v[illegible] future [illegible] on the books.

[illegible] large [illegible] of liab[illegible] [illegible]ation [illegible]sts gan[illegible] [illegible]cks an[illegible] production co[illegible] [illegible] with the prevalenc[illegible] [illegible]-mouth buyi[illegible] will pr[illegible] [illegible] insure a very [illegible] [illegible]cedure in business [illegible] the next few months. *Busin[illegible]ers are gradually feeling [illegible] the bottom of markets.* T[illegible] is [illegible] the [illegible]rent m[illegible] unusual[illegible] orderly. It [illegible] against [illegible]ere depres[illegible] [illegible]akes [illegible]sible a gradual [illegible]cline [illegible] a [illegible]el which can be maint[illegible]ed. In short, it makes it possi[illegible]le to call the present recession [illegible] process of stabilization.

[illegible]obably business will not dur[illegible] [illegible]rest of the year, a[illegible] [illegible]e reached in the [illegible] of 1923, but it is ju[illegible] [illegible]able that the 1925 [illegible] will not be so [illegible] as tha[illegible]st year.

[illegible] ingot production forecast

THE P-V line, which represents the ratio of commodity prices to the physical volume of trade, not only forecasts business in general but has forecast steel ingot pro-

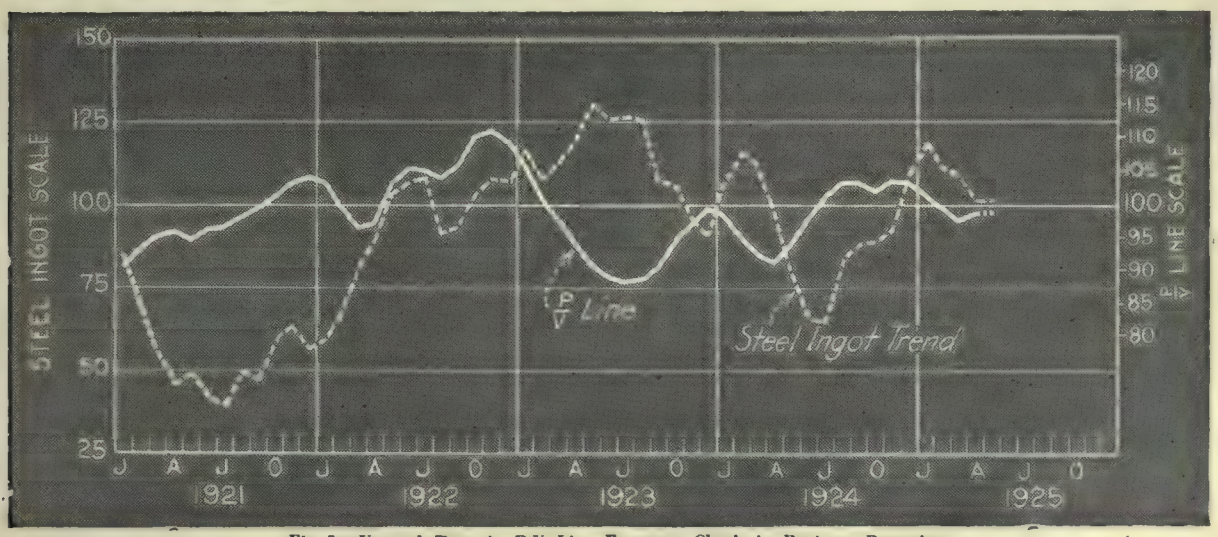


Fig 1—Upward Turn in P-V Line Forecasts Check in Business Recession

"THE FINEST THIRST I EVER KNEW"

(A Symposium by Eminent Artists)

III.—The Thirst that Saved a Life

By W. HEATH ROBINSON

"Safety Thirst" might almost be the title to Heath Robinson's thriller. At any rate the reverend gentleman who was to have provided the solids for the Cannibal King's banquet could thank his lucky stars that the liquids he had thoughtfully packed proved so effective a diversion.

It would be difficult to find a drink that accords with a good thirst so well as Barclay's Lager. It has the true Lager flavour, and in the refreshing coolness that abides in its clear amber depths there is satisfaction beyond words.

Barclay's Lager

The drink for a lordly thirst

LIGHT OR DARK

BARCLAY, PERKINS & CO., LTD., SOUTHWARK, LONDON, S.E.1

"THE FINEST THIRST I EVER KNEW"

(A Symposium by Eminent Artists)

VI.—Captain Coe's Finals

By WILL OWEN

Seafaring men, like camels, can go a long time without a drink. At any rate when they're at sea. Ashore the sailor's thirst is proverbial, and here his resemblance to the camel, who loads up in advance of a voyage, becomes even more marked. As a means of coping with both present and prospective thirsts there are few drinks so agreeably efficacious as Barclay's Lager. Cooling, invigorating, satisfying, it is the equal of any Lager that any country has yet produced.

Barclay's Lager

The drink for a lordly thirst

LIGHT OR DARK

BARCLAY, PERKINS & CO., LTD., SOUTHWARK, LONDON, S.E.1

Copy That Illustrates Pictures

By Frank Hough

TO the average American mind the advertisements reproduced here will probably bring memories, fond or otherwise, of the carefree days before the coming of the Great Drought—those pre-Volstead days when one might call a beer a beer without going into fractional percentages. The benighted British, however, still boast about their thirst and advertise its remedy. We reproduce these samples, not with an idea of heaping coals of fire, but because they seem to us admirable examples of an advertising idea which appears to be indigenously English, and because we rather enjoyed them for their own sakes, possibly with a certain vicarious smacking of the lips.

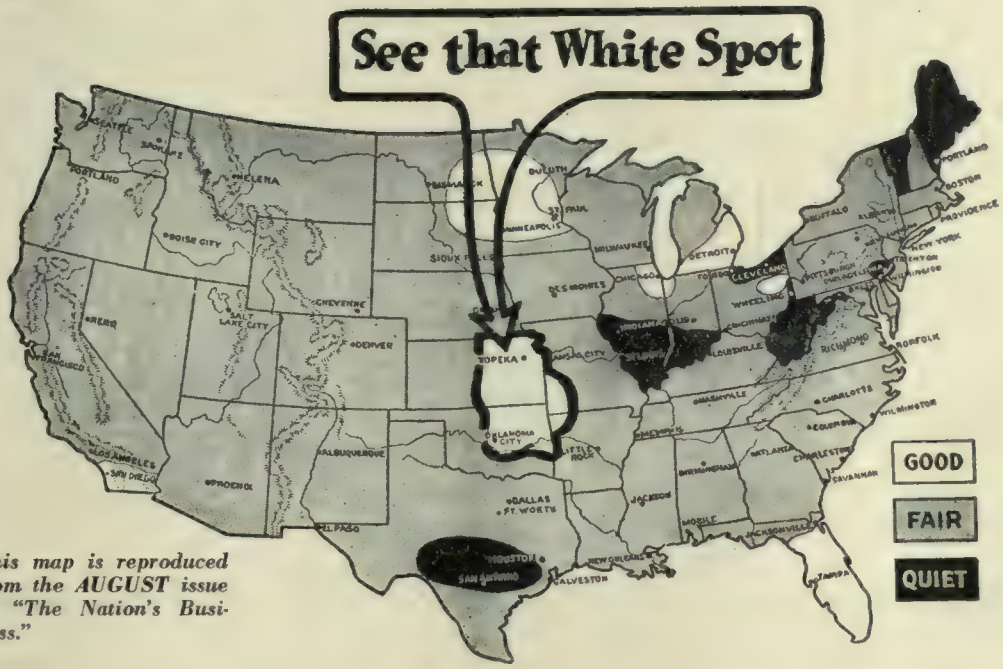
There is a pronounced impersonality about all American advertising which we have come to take more or less for granted. Who writes the copy for certain advertisements? The agencies involved could tell you, but who in the layman class gives a hang? The name of the artist often appears scrawled in some obscure corner of the illustration, but in most cases it remains a mere name, even when it can be deciphered at all. About the only definite personality in American advertising upon whom we can lay a figurative finger is the testimonial lady from Bococus, Arkansas, who lost fifty pounds in three days. But our interest in her is generally dissipated by one look at her photographs—before and after.

In England, however, an artist becomes a definite personality. It is his picture that tells the advertising story and it is this picture around which the text is written, very frequently by the artist himself. Thus our version of the process is reversed: the illustration becomes the text and the text becomes the illustration. The caption of the advertisement is the caption of the picture, and below it in smaller type is the artist's name—"By So-and-So." In each case in this particular series—"The Finest Thirst I Ever Knew"—he is an "eminent" artist. (See italics under series title.) Just what is the connotation of that ambiguous adjective in this particular case we are not prepared to state. In America artists are good, bad or indifferent—seldom if ever eminent. But the word has a pleasant sound and if we are to judge by Will Owen, W. Heath Robinson and several others whose works we have at hand, eminence is a quality much to be desired in advertising. It would seem to indicate a certain keen human insight, an ability to express

[CONTINUED ON PAGE 76]

Again! "the White Spot"

"The place where business has been good for 11 consecutive months."



This map is reproduced from the AUGUST issue of "The Nation's Business."

Farm prices in Kansas are very satisfactory. Present crop conditions and the outlook for fall crops are excellent.

Kansas is a good market and everything indicates that it will continue to be good.

During every month this year Kansas Farmer has made advertising gains over the corresponding month of last year.

KANSAS FARMER
AND MAIL & BREEZE

Published by Arthur Capper
Topeka-Kansas

Chicago Detroit New York Philadelphia Cleveland Kansas City St. Louis San Francisco

Using the Motion Picture in Public Utilities Advertising

[CONTINUED FROM PAGE 21]

Courtesy Visugraphic Pictures, Inc.

A number of the films illustrate the actual application of the power to everyday household tasks

human interest element which holds a strong personal appeal, and this may be used as an opening wedge with which to enter the consciousness of the individual.

Typical of this class of films is the one entitled "Why Husbands Come Home." This is actually a miniature one-reel photoplay. The title is a poignant but inoffensive travesty on a certain type of lurid melodramatic "movie" title. The story deals with a young woman who, though her husband runs his office with the most up to date equipment available, is herself a slave to the old-fashioned form of housework. The thread of the plot hangs upon her discovery of the power and practicability of electrical equipment through a visit to her husband's office during his absence, and her application of this power in her own home. We are not preaching a sermon and we are not selling a specific product. We are merely telling a human little story, illustrating the solution to a present day human problem, and we try to tell it in a human way, with light touches of humor here and there and as little as possible of heavy drama and technical exposition.

Our latest film takes up both sides of the proposition. It aims to show the manufacture, distribution and utilization of the power from the mining of the crude elements to the practical application by the average small user. Thus, the first scene shows the actual mining of the coal, its shipment to the generating plant, and then the many phases of the manufacture of the power. It even shows the importation of the fuel from abroad during domestic coal strikes. The company must keep functioning at all costs. It can spare no expense where its service is concerned, and it does spare no expense. It is the public's right to know this and our right to show them.

Courtesy N. Y. Edison Co.

Films dealing with the manufacture of the power show each step of the long, complicated process

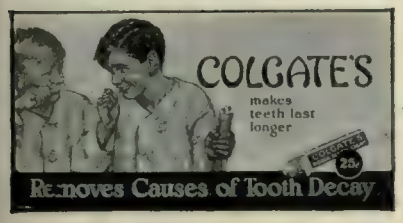
From there the story is carried to the home of a typical American family. There is no plot to this story, and not the most minute detail of a single scene is faked. It is photo-realism in the literal sense—an absolutely sincere cross-section of American life.

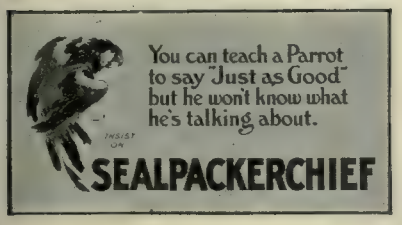
There are millions of such homes in the country, varying only in details. The problem that confronted the photographers, however, consisted in finding such a home wherein conditions were suitable for photography and such a family which would be willing to act in the piece. These difficulties were finally surmounted, and the picture, true in every detail, was created.

The first scene takes place on a Sun-

IN presenting the human side of the question a miniature photoplay is used with scenario, cast and all the paraphernalia of the studios. Above is a scene taken "on location" during the filming of "Why Husbands Come Home," typical of The New York Edison Company's "human interest" films

[CONTINUED ON PAGE 50]





(SECTION OF "TOP END")

You Can Answer This Question-

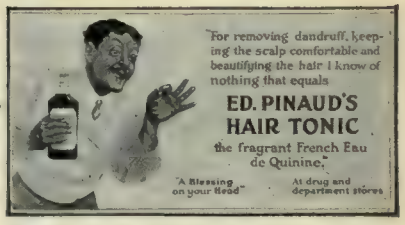
WHY

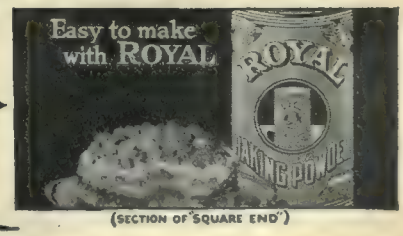
Have These Famous Advertisers used INTERBOROUGH *Subway & Elevated* ADVERTISING *for more than* 15 YEARS EACH?

INTERBOROUGH ADVERTISING

CONTROLLED BY

ARTEMAS WARD, INC.
50 UNION SQ. NEW YORK, N.Y.





(SECTION OF "SQUARE END")

THE 8-pt PAGE

by Odds Bodkins

RECENTLY I spent several evenings with Otis Skinner, not in person, but within the pages of his book, *Footlights and Spotlights.* In this book he recites an incident told him by Joseph Jefferson which interested me keenly, not only as concerning the moot question as to how keenly the actor should feel the emotion of the part he plays, but, as applied to advertising: how far can sheer integrity of purpose take the place of professional skill in the writing of copy?

Here is Jefferson's illuminating story:

"One night in *The Fool's Revenge* I became aware that my acting had gone beyond a merely mechanical performance of the Jester. It was all real to me. I *was* Bertuccio. The love and tenderness I expressed for Fiordelisa were my own love and tenderness; it was my own malevolence that I spat out against the Duke, and my own anguish which shrieked at the discovery of my daughter's betrayal. It was an entirely new experience. I came off the last scene with tears streaming down my cheeks and my body racked with emotion. While I was recalling myself in a kind of wonder that it had truly happened—in a theater, before an audience—my own daughter, who had been watching the play from a box, came running up in some alarm. She put her hand on my forehead, felt my hands and said: 'Father, what's the matter with you?' I was pleased indeed. She had felt it too. 'I did play it well, didn't I?' I cried. 'Play it well! That was the worst performance of Bertuccio you ever gave in your whole life!'"

—8-pt—

Discussing this same point at another place in the book, Skinner says:

"I was learning the lesson that every actor must learn in his storm and stress—that an emotional debauch is not an expression of feeling in acting. That he should feel the emotion of his scene is unimportant if his audience remains unmoved. They are the ones to supply the emotion; his the art that supplies the suggestion."

All of which is worth mental rumination.

—8-pt—

Not long since, the editor of this publication wrote an erudite editorial on the Pennsylvania Railroad's latest inspiration—the giving of names to its fast freight trains instead of designating them by numbers. Creating greater train individuality, as it were, and giving the freight trains publicity.

This morning's paper carries the intelligence that already the naming of these trains has resulted in improving their time records.

It seems to be impossible to advertise any product or service without it resulting promptly in improvement in that product or service. That is almost a Law of Advertising!

—8-pt—

I have made a most interesting discovery concerning Lydia E. Pinkham, our old friend who, according to the testimonials, used to send whole newspaper columns of women to bed refreshed every night after a hard day over the washtub, as a result of taking only one or two bottles of her vegetable compound—I say, I have discovered that Lydia has gone to college!

For witness this, snipped from a college publication:

HER BIGGEST COLLEGE DANCE

IT WAS ten o'clock in the evening, and the dance had just started. Smothered, irresistible jazz from a Paul Whiteman Orchestra sent a thrill through the young college girl as she stepped forth upon the dance floor. By her side was the popular football player who had invited her to the biggest college dance of the year. She had looked forward to this moment for weeks.

¶ She danced. An hour and another hour slipped by, all too quickly. At intermission she had scarcely time to nibble at a chicken salad before the music started, and she was eager to dance again. The night was not long in passing.

¶ The sky was streaked with the first light of dawn when the dance ended and the football man escorted her and her chaperone to the hotel where they were staying.

¶ The college girl was tired; but it was the delicious weariness of well-earned sleep. Her feet ached; but that was to be expected. She seated herself on the sofa in her room and hugged her knees with delight.

¶ "Wasn't it wonderful!" she exclaimed to the sleepy and bored chaperone. "I never felt better than I do right this minute."

Lydia E. Pinkham's Vegetable Compound

LYDIA E. PINKHAM MEDICINE CO. LYNN, MASS.

Verily, it is a jazz age in advertising as well as in art and music!

—8-pt—

The old scheme of placing a hand-painted thermometer of heroic size outside of a theater with the "mercury" conveniently painted fifteen or twenty degrees cooler than street temperature has lost much of its potency because the public has become suspicious of painted temperatures.

But now comes the Rivoli Theater, New York, with a scheme for banishing this suspicion by scientific means, as it were. Outside on the sidewalk it has mounted a recording thermometer which shows the temperature inside the theater at the moment and at any previous time during the day. How much more convincing "copy" this than a theatrical press agent could write.

—8-pt.—

Such national issues as the recent agitation for increased pay for postal employees, which resulted in the passage of a bill by Congress raising postal salaries all along the line, are apt to be regarded merely as political deals which in the end serve to increase our taxes without being of any practical benefit.

That such is not the case is brought out interestingly by the experience of Postmaster Dunn of Scarsdale, N. Y., with whom I lunched today. Last fall when Postmaster Dunn advertised an examination for Post Office workers, not a single applicant appeared on the day set for the examination, though the matter had been given wide publicity. Whereas, this spring, after the rate of pay had been increased from $1,400 to $1,700, the Postmaster told me that when he advertised this same examination, twenty-one applicants appeared on the appointed day, and a better class of men, for the most part, than usually applied.

The quality of the postal service in any community is governed largely by the personal intelligence and capacity of the men making up the postal force, and this in turn is governed by the number of men from which a selection can be made when positions are open.

If the Scardale Postmaster's recent examination is any indication of the effectiveness of the increased postal salaries in attracting men, as it seems to be, then the matter ceases to be a vague political machination and becomes of practical local benefit to each community, and of real value to the business world.

The Farm Journal Has Always Been a Monthly

The Farm Journal was founded as a *monthly*—in 1877. And in all the years since, it has continued to be a monthly because that is the ideal frequency of issue for a general farm paper.

As a monthly The Farm Journal has built up the largest circulation in the farm paper field. Its big production in circulation and lineage makes possible its lower manufacturing and overhead cost per thousand circulation.

This big saving is devoted to better reading matter, better paper and better printing—to producing a publication that is more interesting, that stays in the home longer and secures repeated attention. To the advertiser this means a longer period of influence per insertion.

All that is said now with such unanimity in favor of monthly general farm papers has been true of The Farm Journal for nearly 50 years.

The Farm Journal has *always* been a monthly, *always* been brief, *always* had a small page, *always* maintained a low subscription price, *always* sold multiple subscriptions.

The Farm Journal

first in the farm field

PHILADELPHIA NEW YORK CHICAGO BOSTON SEATTLE SAN FRANCISCO LOS ANGELES

Selling Where the Profits Are

[CONTINUED FROM PAGE 20]

When all of these proper items of selling expense are figured in it is not hard to see why the cost per call often runs over $100 as it did for the manufacturer whose problems I am describing.

The owners of this concern were convinced that all wholesalers were about as useful to the economic system as is a tape-worm to the human body. Consequently they went direct to the retailer in all territories.

WHEN the sales in the territories west of Denver were charged with the actual cost of selling on the cost per call basis instead of with the percent selling cost for the company as a whole, it became evident that fully a third of the net profit made in the East was being lost in the West.

As a result the company approached several strategically located jobbers in the West who, between them, could effectively cover the territory. These jobbers were willing to handle the line on a margin which left the manufacturer an entirely satisfactory profit. Because the jobbers' salesmen were already traveling the territory with other lines the jobbers could make a profit. Everybody was happy.

By applying the cost per call to all retailers it was found that a substantial number of the Eastern retailers were as productive of losses as was the entire Western territory. For the purpose of analysis it was found that all retailers could be conveniently and informatively grouped into five classes: namely, those buying less than $100 worth of the product in a year, those whose purchases were from $100 to $500, those between $500 and $1,000, $1,000 to $2,000, and those who bought more than $2,000 worth.

In one of the eastern territories the company sold to 51 dealers. The net profit for the territory was 18 per cent of the sales which had always seemed satisfactory until our analysis showed, for the first time, what it might be. Twenty-one of the agents, comprising the two classes which bought less than $500 worth of goods a year, succeeded in causing the manufacturer a loss of $3,000 which was 53 per cent of the sales. The $500 to $1,000 class gave a net profit of 1.5 per cent, the $1,000 to $2,000 class a profit of 20 per cent while those who bought more than $2,000 of goods per year made a profit for the manufacturer of 30 per cent.

Had 37 of the unproductive retailers been dropped entirely, the territory then containing only 14 dealers would have returned net profits of $13,000 as against only $11,000 from 51 customers.

Even more important than this immediate increase in net profits would be the release of 119 days of the salesman's time which he was spending with the unprofitable dealers. The cost per day for the salesman in this territory was $75.

The smallest dealers averaged two days of a salesman's time each year. As they bought on the average only $90 worth of product it is apparent where the profit went. The dealers in the highest class averaged purchases of $4,500 a year but took up only an average of seven days a year.

The territory which I have described is not a particularly horrible example chosen to prove my contention. It was fairly typical. A few were slightly better—most, however, were far worse.

FOR example, in another territory a loss was registered by all dealers who bought less than $1,000 yearly. Thus 57 accounts out of 69 were a dead loss. In one territory 74 per cent of the dealers accounted for only 26 per cent of the sales, yet 60 per cent of the total selling expense was spent on them. In another territory 81 per cent of the sales came from 25 per cent of the customers and in another 70 per cent of the sales were made to 24 per cent of the retailers.

The cost per call indicated the treatment needed. For one thing it was at once apparent that a dealer must buy $370 worth of the product to warrant a salesman in making two calls upon him in a year. To justify three calls a year purchases of $550 must be forthcoming.

The first step in turning sales into net profits was to decide, with the help of the salesman and the branch manager, which of the accounts under $1,000 a year were susceptible to such stimulation as would raise them to the next higher class, and which were hopeless. Those which offered no hope of growth were turned over to nearby jobbers whose salesmen could handle the business at a lower selling cost. The others were temporarily given more of the salesman's time in the effort to bring them up to a profitable volume.

The desirability of giving more attention to the profitable old dealers was pointed out in another way, once the cost of selling was based upon the cost per call.

It appeared in cold figures that an order of any size from an old account was far more profitable than one from a new dealer. Yet this company spent, in round figures, a quarter of a million dollars a year merely to replace the dealers who had left the fold. Many of them strayed because they felt they were not getting the attention they should get and believed that other manufacturers would value their orders more highly.

Others were poorly chosen in the first place due to the pressure which was put upon the salesmen to get new dealers. The sole test of the desirability of a prospective dealer had been his rating by Dun or Bradstreet. These agencies are excellent guides as to credit but they do not pretend to tell whether a merchant can sell goods in profitable volume.

Blind reliance upon credit ratings is a prolific cause of selling troubles. In the first place, as already suggested, a good rating may result in selling to a retailer who is a dead one. On the other hand the fear of having to write off a few bad debts often shuts out business which would return a profit.

Consider, for example, a concern which for years had been very rigid in its credit policy. A great many of the contractors who are the users of the commodity which it makes have no credit rating and are notoriously poor business men. The concern absolutely refused to sell to them, overlooking the fact that some one—probably a competitor—was supplying their needs.

THIS concern's product was sold at a gross profit of 30 per cent on the selling price.

A very careful study of the market which was shut out because of a determination to keep credit losses below 1 per cent showed several interesting things. One was that by lowering the bars to the point where only $4 out of every $5 of the new business was reasonably sure to be collected, an additional volume of $500,000 would be secured with no additional selling cost. In other words the credit department had been refusing one-ninth of the business which the existing selling force could sell although 80 per cent of what was turned down could probably be collected. The company had been doing a business of $4,000,000 at a selling cost of $1,200,000. Even though bad debts on the extra $500,000 amounted to 20 per cent, the company's net profits would increase $100,000.

The suggestion that this policy be followed brought forth terrible wails from the credit department and the treasurer. The sales department was for the idea from the start and in time, the owners decided that an extra $100,000 in dividends was more to be desired than a self-satisfied credit department.

Pride in the ability to keep losses low is sometimes very costly. It is entirely possible to eliminate bad debts entirely by the simple procedure of refusing to sell anything to any one. Ridiculous you say? Only in degree. As long as net profits can be increased

Tradition-bound is Market-blind!

Ask any man what kind of materials the mining industry buys and he will answer: "Drills, blasting powder, smelting and refining equipment and that sort of thing."

Tradition limits his opinion. He does not know that this industry purchases in quantity a thousand-and-one items of equipment and supplies that are vital to its prospecting, development, mining, transportation, hoisting, storage, concentrating, smelting and refining operations. He does not realize that this industry's average purchases per company are the highest of any of the other raw product producers.

The tradition established by old-fashioned methods has prevented many a manufacturer from visualizing the modern mining industry as a profitable market for his product.

In the interest of reducing marketing expense *to* the mining industry and buying expense *within* the mining industry, *Engineering and Mining Journal-Press* has prepared a Mining Marketing Survey.

This Survey shows present sales opportunities and also the trends and probable future of the mining industry.

Back of this Survey is the reputation of a McGraw-Hill publication which has served the mining industry for 65 years.

If you have been *tradition-bound* as to your sales opportunities in the mining industry, this Survey will clear away your *market-blindness.*

ENGINEERING AND MINING

A. B. C. JOURNAL-PRESS A. B. P.

Tenth Avenue at 36th Street, New York, N. Y.

—a McGraw-Hill publication

A seasoned staff

To advertisers coming in contact with this direct advertising organization for the first time, the Evans-Winter-Hebb staff of merchandising men is a revelation.

And advertisers who regularly employ the services of this organization find in this seasoned staff the source of valuable contributions to their advertising plans.

To you, as an advertiser, the significance of this personnel lies in its breadth and in its cumulative experience, in its solid foundation and in the fact that, while it is well grounded in all phases of advertising, it confines its entire energies and abilities to one branch of advertising—*direct* advertising.

The Evans-Winter-Hebb staff derives its quality from its association with unquestioned leaders in many lines of merchandising. It derives its authority from the results of its practice.

EVANS-WINTER-HEBB *Inc.* Detroit
822 Hancock Avenue West

The Evans-Winter-Hebb organization has within itself complete facilities for the planning and production of direct advertising and other printing: Analysis Plan · Copy · Design · Art · Photo-Engraving · Letterpress and Offset Printing · Binding · Mailing

what difference does it make what the credit losses amount to?

The brunt of determining to whom credit should be given is put upon the salesmen as they are in the best position to make investigations on the spot. This is sometimes dangerous, for salesmen are notoriously over-optimistic. But a way was worked out which has been entirely satisfactory.

THIS concern paid each of its salesmen a salary and expenses together with a bonus at the end of the year dependent upon such factors as net profits, comprehensiveness of his reports, success in developing dealers and so on. For each achievement he is credited with a certain number of points, and for each failure, points are taken from him. His business sagacity in granting credits is invoked by debiting him, if the account goes bad, with double the number of points he would otherwise have realized from that account. The bonus on the account makes him eager to sell; the penalty keeps him from being too eager. Such a penalty will also lead him to do some diplomatic collection work on a shaky account.

All of these changes in selling policies came as the result of applying sound principles of cost accounting to selling expense. A fault common to many businesses is to spend good money in gathering statistics which tell nothing of value nor even of interest. The same basic figures which, presented in one form mean nothing, will often if grouped in another fashion point the way to greatly increased profits. To know what percentage of the receipts was expended in selling expense is of no value. But to reduce this figure to a cost per call or per salesman's day and then apply this figure to the activities of the sales department in various ways is bound to throw light on a dark subject.

There is hardly a large business that has come under my observation but what could make more money by doing less business. Sometimes the losses come in manufacturing, through making certain lines at a loss. Sometimes where all lines carry a satisfactory margin of profit the losses come through trying to sell in poor territories or to unprofitable customers.

The function of intelligent cost figures is to show where and how both the gains and the losses are made. When that is known almost anyone is capable of correcting what is wrong.

Power, Alexander & Jenkins Company

Detroit, will act as advertising counsel for the Niles Manufacturing Company, Ypsilanti, Mich., makers of battery chargers; Commercial National Company of Detroit, land contracts and mortgages; Detroit industrial Vehicle Corporation, trucks for milk delivery; Misner Manufacturing Company, toilet preparations, and George F. Minto & Company, wholesale clothing.

When Advertising Gets Your Goat

[CONTINUED FROM PAGE 30]

caught something else, "I'm sure you're wrong about this.

"You see here where you have the girl move to the left and say, 'Ah!'? That's wrong. It'll never get over. She must move down-stage and say, 'Oh!', and *very* long drawn out."

"Pro," I replied, quick like, for I had been expecting that particular piece of sales-resistance for months, "I put that 'Ah!' in there for a very definite reason: it leads up to something. Now, 'Oh!' wouldn't lead up to anything. . ."; etc., etc., for three hours.

And they weren't all; those three hours. Writing and selling plays, as you may by this time suspect, is not writing and selling advertising.

In the first place, one advertisement may be far from what it should be without endangering the business or the product it advertises, or even the particular campaign of which it is a part. And being wrong, it may still be printed and do no harm—no, not even to the agency, under certain conditions. But when a play fails, the works have been shot. There is no come-back. Each play is a business in itself.

STILL worse, a very large percentage of the success of a play is dependent upon its first night in New York. Everything that is done on or to a play, every bit of work, every bit of money spent, are all cast to the four winds at one throw. If the play is "off" the first night, ten to one that is the end. If anything is radically wrong there can be no patching, no fixing. The critics have had their say. Either a good play has come to town, or a bad one.

So, before a producer reaches that rare and dangerous stage where he takes an author's maunscript, says, "It will do," and states that it will open in the Giltmore Theatre on Forty-umph Street on such and such a date, said producer has weighed, measured and examined every word, line, scene and character in that manuscript, inside, outside, topside and bottom. The author has had to sell that manuscript so well that the producer is not only willing, but anxious to spend from twenty to sixty thousand dollars of his own, or somebody else's money just to bring the production into a New York theatre.

All of which is a simple exordium; if you get what I mean.

After the producer utters the epochal, "It will do," he, either alone, or with the help of the author, has to convince the backer (the man with the most of the money) that he, the backer, will never forgive himself if he doesn't put up for this one. The booking offices which grant theatre reservations for the preliminary try-

Over
Half a million lines
Gain

In the first six months of 1925,

The Detroit Times

gained

689,220 lines

This tells where we stand in Detroit.

The Detroit Times

Evening 235,000

Sunday 280,000

Area comprising the New York City Milk Shed

These 70,000 Dairymen Edit Their Own Paper

THE Dairymen's League News expresses the composite thought of its readers. For these men are also the owners and backers of this farmer-controlled paper. They direct the editorial policy and in a large measure supply the contents. More than any other paper, it embodies their aspirations and ideals.

Their wives, too, are eager readers of the Household Department and keep up a lively correspondence with our editorial staff.

This intimacy fosters an absolute confidence in the sincerity of the Dairymen's League News which is extended to its advertisers. Such confidence is reinforced by the standing guarantee of this paper to protect its readers from loss through fraudulent advertisements.

Consider that these 70,000 dairymen of the New York City Milk Shed command the largest fluid milk market in the country. They receive a dependable year-round income from milk which is augmented at this season through the sale of wheat and other cash crops.

Milk receipts supply the necessities; cash crops often the luxuries. Now is the time to advertise radio outfits, phonographs, pianos and other home comforts as well as staple dairy supplies.

A request will bring you Sample Copy and Rate Card

NEW YORK
120 W. 42nd Street
F. M. Tibbitts, Bus. Mgr.
O. E. Everett, Adv. Mgr.
Phone Wisconsin 6081

DAIRYMEN'S League NEWS

CHICAGO:
10 S. La Salle Street
John D. Ross
Phone State 3652

"The Dairy Paper of the New York City Milk-Shed"

out of two or three weeks on the road have to be sold. A New York theatre owner has to be convinced, not only that the play itself is right, but that the combination of the play, the cast, the producer, the director, the author, the scene designer and the methods of each will bring in enough money every week to assure him his rent. Each member of the cast, both before he is hired and after, has to be sold on his part and on the whole play. The director has to be sold. The press agent has to be sold. The business manager has to be sold. Everybody you ever knew has to be sold and most of them have at least two "good suggestions" at least one of which it would be fatal not to adopt. In fact, if you happen to be the author, you begin to wonder whether there is anybody left who will buy tickets for the darn thing.

HOWEVER, my producer, Miss Rosalie Stewart, assures me that we have left a few people for ticket buying purposes. Miss Stewart has been in the business of producing full-length plays for just three years and within that short time she has had three substantial successes: "The Torchbearers," "Meet the Wife" and "The Show-Off." Except that it would be just my luck, I have no reason to believe that she will not continue to do as well in the future as she has in the past.

If you are not anxious to see this piece played, I am, so my next jump will be to the opening.

It happened in Milwaukee one day in June. We were there for a try-out of one week, after which the play was to be brought back to New York, fixed up and held until fall. Of course there were rehearsals and all that sort of thing; but that was to be expected.

Just after the last rehearsal, mentally black and blue, thinking that all the pep I ever had was gone, I stood beside the director. He held in his hand a strange, frayed, garbled, marked, blue-penciled thing which had once been my finished, final, complete, inviolable manuscript. Not one of the players had been able to remember all of his lines. There was not, two hours before the first curtain, any rain for the first act, thud off left for the second nor railing for the steps used in both. There was no cushion for the second act scene where The Hero Proposes To The Heroine and She Misconstrues His Intentions. It was just too bad. I wanted to weep, but—why? It would soon be over. The audience would never sit through the thing. It was dumb, unfunny.

But the curtain did go up.

For the first ten minutes I was sorry. At the end of fifteen minutes I didn't care. At the place in the second act where a big laugh at a situation "stopped the show," I thought it was just as well. At the final curtain, I was sure that, given a few more years to rewrite the weak spots, I might make something out of the piece. That was Sunday night.

By sunrise Monday I had rewritten

Unless a product or a paper, through service, holds the confidence of the controlling organizations of an industry it cannot achieve leadership.

The Electrical Industry

N.E.L.A.
National Electric Light Association —privately owned public utilitie which generate 95% of electric powe consumed.

A.I.E.E.
American Institute of Electrical Engineers, —engineers associated with the various branches of the profession.

E.S.J.A.
Electrical Supply Jobbers Association, —wholesale distributors of electrical supplies and appliances.

A.M.E.S.
Associated Manufacturers of Electrical Supplies, —embracing wiring, insulating and conducting material and equipment.

E.P.C.
Electric Power Club,—manufacturers of major equipment such as transformers, motors, control apparatus, etc.

E.M.C.
Electrical Manufacturers Club, —executives of the electrical manufacturing industry.

I.E.S.
Illuminating Engineering Society,— engineers specializing in the art and science of lighting.

A.E.I.
Association of Electragists International,—leading large and small electrical contractors and dealers.

Electrical World

Founded 1874 – 51 years of service

A McGRAW-HILL PUBLICATION

Telling It to the Boy Scouts

BOYS' LIFE

Furnishing Your Camp

By Royden E. Tull

Illustrated by Leslie Crump

Articles Like This Bring Sales!

At appropriate times during the year, Boys' Life publishes articles advising Scouts on the equipment for their various seasonal activities. Articles like these, telling the boys exactly what they need for camping, hiking, winter sport, etc., are bound to bring sales to the merchants with which the boys deal.

At the same time, there is no doubt that a favorable effect is felt by advertisers in Boys' Life who offer similar products. The tie-up is direct and effective. Boys' Life readers are always interested in products to help them work and play. Their advertising response at all times is encouraging and profitable.

BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

200 Fifth Ave.
New York, N. Y.

Union Bank Bldg.
Los Angeles, Cal.

37 So. Wabash Ave.
Chicago, Ill.

Envelopes

PLAIN, PRINTED OR LITHOGRAPHED

FOR EVERY PURPOSE

Send for Samples—Prices that are Interesting

HESSE ENVELOPE AND LITHO. CO.

4161 North Kingshighway **ST. LOUIS**

If it shoots up the sales-curve— it's an

EINSON-FREEMAN WINDOW DISPLAY

[327 E. 29th St.
Lexington 5780
New York City]

Specializing in window and store display advertising

the first act; it was changed for Monday's performance.

By Tuesday noon the box office had practically sold out for the week.

On Wednesday night I left town.

When Miss Stewart returned to New York at the end of the run, she gave me a manuscript. In it, a red mark had been placed at every point in the dialogue and business where audiences had laughed. Most of these red marks occurred in the middle of characters' speeches, or in the middle of sentences, and there were dozens of them. So, every sentence and speech so affected had to be rewritten to make the word or phrase which had been laughed at occur at the *end* of its sentence or speech. That, of course, to allow each character to finish every speech before the audience starts laughing.

THEN, bad scenes were rewritten, parts were developed, newspaper criticisms checked and the whole business sold all over again.

We are, as I write, ready to open in New York in August after a short run on the road. It will be a relief to be an advertising man again; to have nothing more harrowing to do every month than to write a few color pages and get Mr. Jinks's okay on them. The few suggestions of vice-presidents, sales managers and office boys Mr. Jinks will ask me to incorporate in my copy will not be in the least annoying. After all, Mr. Jinks must think I know *something* about writing copy or he wouldn't trust me with his.

"But think of the money you may make from this play," you say.

"*May* is perfectly correct," is my answer; "and it will be for three years work if I do make it."

"Then think of the Fame!" you insist.

"Fame!" I snort—yes, snort!

Listen!

At an early performance during the try-out I saw a man connected with the play sitting down front with a young lady. She was very beautiful indeed. I felt that one of those Great Moments of Life was near at hand. She was going to meet me; the man who had made all this possible. The AUTHOR! She would be impressed. And I should, to revert to the classics, Go Big!

She met me.

The Beautiful Lady gave me one quick, unregistering glance, mumbled a short "How dee do!", took the arm of her escort and led him towards the stage entrance.

As I stood alone watching their backs recede, I heard her caution him: "Don't forget now; you are going to show me how the Property Man makes the steam come up out of the floor in the second act! You *promised!*"

Barton, Durstine & Osborn, Inc.

New York, will direct advertising for Hinds Honey and Almond Cream and other A. S. Hinds products now being manufactured by the Lehn & Fink Products Company, New York.

Who Owns 4,000,000 Radio Sets?

SIX YEARS ago there wasn't a radio set on the market; today there are more than 4,000,000 radios in actual daily operation. Six years ago there wasn't a magazine called TRUE STORY; today 2,000,000 people monthly step up to 50,000 newsstands and laying down a quarter, say, "I want TRUE STORY."

The Radio is here to stay—it is a necessity

TRUE STORY is here to stay—
it is a necessity

Each is supreme in its field

TRUE STORY is quite as necessary to the public as it is to those who advertise to the public.

And since TRUE STORY is unique in its editorial appeal—like no other magazine—it delivers to its advertisers a market essentially new, in that no magazine ever before covered it. *And TRUE STORY is the only magazine that is covering this market thoroughly now.*

Authentic figures, with respect to duplication of circulation, are difficult to compile. But all the investigations TRUE STORY has made, or that have been made by any other organization with respect to this angle of space buying, shows that TRUE STORY duplicates a comparatively small percentage of any other magazine's readers.

That is one reason why we call it "The Necessary Two Million."

True Story

"The Necessary Two Million"

"GREATEST COVERAGE—LOWEST COST"

agents

Nugents
The Garment Weekly

75%
OF THE BEST
RETAILERS
of
Women's, Misses', Children's
and Infants'
READY-TO-WEAR
AND TEXTILES
READ
NUGENTS
Every Week
and pay $6 for the privilege
Published by
THE ALLEN BUSINESS PAPERS, INC.
1225 Broadway New York

Motion Picture in Public Utilities Advertising

[CONTINUED FROM PAGE 38]

day night. The wife is preparing for the weekly washing which is to start on the following day. She puts the clothes in to soak over night with all the various preparations which are necessary. She rises early the next morning and gets breakfast for her husband and little daughter. When the husband has gone off to work and the little girl to school, the wife sets about the long ordeal of rubbing at an old-fashioned washboard. At noon, she stops long enough to prepare luncheon for the daughter, then puts in the rest of the afternoon over the washtub and wringer. As evening approaches and the task draws to a weary conclusion, she is shown out upon the fire escape, hanging the clothes on the line to dry.

THERE is an interrupting thought, a disturbing thought. This woman has been working all day in a warm, moist atmosphere, and now she steps into the cold air out-of-doors. She had little time to protect herself properly from these elements—is probably too tired even to think of it, anyway. She is exposed to colds, pneumonia and any of a number of diseases to which a person in such a condition is susceptible. Yet millions of women go through this week in and week out. Think for a moment what this may mean to American womanhood.

By the time she has finally finished the washing and prepared the evening meal, she is dead-tired. She is poorly equipped to serve as an inspirational companion for her daughter. Her husband, after a hard day's work, can find little pleasant congeniality in such a home.

Tuesday shows her ironing the work which she washed the day before. Back-breaking work in a hot, oppressive atmosphere. Again evening finds her in a state of exhaustion, worn out by drudgery. And so on through the week.

This phase of the picture, however, stops at this point. The next scene shows the same woman in the same kitchen on another Monday. It is the same kitchen, as I said, but now it has been fitted out in every detail with modern electric labor-saving appliances. The woman goes through her daily routine by the simple means of pressing electrical buttons with a minimum of actual labor. The washing, wringing and drying are done by the machines, and the entire operation completed before the morning is over. The electric iron comes into service and by two o'clock this phase has been successfully carried through. When the little girl comes home from school, she finds her mother as fresh as she had been in the early morning, and all ready to spend the rest of the afternoon at the movies, in the park, or anywhere else the daughter may wish to go. Two days' work has been done in a half a day, and the exhausting effects have been eliminated entirely.

But this is expensive, you say. Such is still the opinion in many quarters, and it is a delusion of the worst kind. This woman's husband is the average working man. He may be a bricklayer, a plumber or a clerk. Perhaps he is making ten dollars a day; perhaps a good deal less. That half day's work of his wife's, aside from the initial expenditure for the equipment and its installation, has cost him approximately *four cents*. That is what the value of her two days of hard labor in the fetid kitchen has been worth in the past. This is an actual fact, but how many persons realize it?

After all, the true function of modern invention is not the improvement of the individual but of the mass. The kings of the old days, living in pomp with thousands of vassals and enormous castles, did not even have bathrooms—luxuries that the most humble can have today. Advertising, as the tool of modern invention, has a duty which is in large part altruistic in bringing to the attention of the people at large all new developments which are to the interests of the people.

FURTHERMORE, advertising can not only keep the masses up to date on developments, but it can arouse that instinct inherent in all human beings, but generally latent, to improve themselves. Show a person something that he does not already know, and you arouse in him not only the desire to master this new thing, but to learn more along that line on his own initiative. And the motion picture not only shows this graphically, but stirs the imagination as perhaps no other medium of the present day can stir it.

These pictures compose a part of our advertising campaign—but only a part. We have set aside a special appropriation for their support which had nothing whatever to do with our regular advertising budget. Far from causing us to cut down on our other advertising, these pictures have rather caused us to increase our regular appropriation.

The pictures themselves are advertised by direct mail. We have a little folder which is sent around to such organizations as might be interested in showing the pictures, either purely for

What does Main Street know about you?

YOUR interests are in Main Street and if you want Main Street to be interested in you—your advertising must be seen there.

Poster Advertising operates on the Main Street of 14,000 cities drawing the favorable attention of 70,000,000 people.

If you want Main Street to purchase your product we should welcome the chance of presenting a definite plan.

General Outdoor Advertising Co.
INCORPORATED

550 West 57th Street
New York City

Harrison & Loomis Sts.
Chicago, Illinois

Branch Offices in 52 cities

PHOTO-ENGRAVING PICTURES THE INN OF DREAMS

Camera Study by Mattie Edwards Hewitt *Photograph by courtesy of Berkey & Gay Furniture Co.*

A COMMENTARY BY JAMES WALLEN ON THE EDUCATIONAL CAMPAIGNS OF THE FURNITURE MAKERS

NEARLY every home today is a miniature hotel. Its appointments are as fine as those of the most palatial hostelry.

The desire and the realization of the modern home came thru the vigorous publicity that has been given beautiful cabinetry during the last decade.

We are "the heirs of all the ages" in home plenishings and interior decoration largely because photo-engraving has brought before our eyes the wealth of the centuries.

Furniture catalogs merit a place in the library. They have a pictorial beauty once confined to limited editions and rare tomes.

Like the chronicle of the furniture makers "Your Story in Picture Leaves Nothing Untold." The photo-engraver is both the historian and the prophet of every industry.

The American Photo-Engravers Association invites you to read its booklet, "The Relighted Lamp of Paul Revere." Copies may be had from Association members or from the general offices at Chicago.

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

Copyright, 1925, American Photo-Engravers Association

entertainment or purely for educational reasons. Such an organization may have any one or all of the films free for the asking. To make the program complete, we often send around a film of legitimate motion picture drama where it is desired. We have retained an efficient lecturer who accompanies our films with short, pertinent talks, and a special operator fully equipped to do the projection work in a thorough manner which will comply with the fire laws of the city. Schools and colleges, civil and religious organizations, and in several cases department stores have availed themselves of our offer, and their unsolicited testimonials indicate that they have been highly pleased with the showings. When the John Wanamaker store exhibited four of our films we advertised the event ourselves in all New York City newspapers. This showing went off so well that Bloomingdale's asked for a similar showing and featured the event in their own advertisements in addition to our announcements. Last year we put on exhibitions in the parks for the benefit of the school children, and these were highly successful. At present we are showing the films on the average of three times a week. If we were to advertise our offer in the papers, we believe that we would be literally swamped with orders.

The motion picture is the finest medium which we have for a certain type of advertising. However, no medium which we now have or of which I can conceive at present can approach the printed word for all around effectiveness. There is something clean-cut and sharply defined about it for which there is no substitute. An advertiser in a publication makes a definite promise to his reader. It is in writing, so to speak, and constitutes a contract. He must make good that promise or he will be foredoomed to failure. When our company inserts such an advertisement, it has the effect of putting everyone in the entire organization upon his toes to make good, and everyone is inspired thereby to even greater than ordinary efforts. Advertising is a great constructive driving force in our national life which cannot be replaced. And in advertising there is no substitute for press.

H. A. Haworth

Who has been advertising manager of the Whole Grain Wheat Company, Chicago, has returned to the advertising counsellors' staff of the McGraw-Hill Company. Mr. Haworth was detached from the McGraw-Hill Company in 1922 to handle the advertising of the Surplus Property Committee of the War Department. He has been in Chicago since the disbanding of the committee.

Hicks Advertising Agency

New York, will direct advertising for Golding Fabrics Corporation, same city, manufacturers of silk sheets and pillow slips.

Single Fold Advertising For Duofold Results!

THE new 1925 Milwaukee Journal Consumer Survey shows that 77% of all Greater Milwaukee fountain pen users have one of three makes, each of which is advertised exclusively in The Journal. This relation between consumer preference and Journal advertising is clearly evident in practically every line of merchandise sold in Milwaukee. Those brands which have been consistently advertised in The Journal lead in popularity. By using this one newspaper, advertisers sell the largest possible volume in this market at the lowest advertising cost per sale.

Read by more Milwaukee and Wisconsin people than any other publication in the world.

The Milwaukee JOURNAL FIRST - by Merit

THE PHOTOCRAFT COMPANY CLEVELAND

Specialists IN ILLUSTRATIVE PHOTOGRAPHY

CARD BLDG / CLEVELAND O

The PHOTOCRAFT COMPANY

Research on Sales Finance

A remarkably complete analysis and investigation of sales cost, sales budgeting, advertising appropriation-making, price making, price maintenance, discounts, terms, etc. Over 100 typewritten pages, with forms. Price $125.00. Table of Contents free.

THE BUSINESS BOURSE
15 West 37th St., New York City
Tel.: Fitzroy 6720

Press-Tested Electrotypes

The Test Proof Tells

The Reilly system of test proofing all plates means *no extra cost* to you. It's a part of our regular process of making electrotypes.

The Test Proof Tells

REILLY

Electrotype Co.

209 West 38th Street, New York

TELEPHONE FITZROY 0840

Object Lesson of the Oyster

[CONTINUED FROM PAGE 17]

public health point of view, and the grave danger even from a business standpoint of such conditions is illustrated in the oyster situation. A Fish Exchange would remedy many other wastes and abuses.

Next is the more difficult work of setting up distributive plants and machinery which would function so as to put modern principles of high grade merchandising to work in the fish industry. The various associations should be brought into a unit for the purpose, and a campaign for better sanitary handling of fish developed. In these days of cheap tile, plenty of water, white clothing for food handlers and modern plumbing, there isn't an excuse in the world for the dirty, ill-smelling, carelessly handled fish which one sees on every hand, and which is one of the explanations why the public eats less fish than it might and constantly harbors the fear of infection. The sale of fish can be doubled and quadrupled in any city if the right sanitary merchandising plans are carried out.

ADVERTISING could be used a great deal more effectively to educate the public to indulge more freely its inherent love of fish. The appetite does not even have to be created. Fish and fruit are the earliest and most natural foods of man—even more natural than red meat. The variety of available sea food is dazzling to the most jaded of epicurean palates, and the cost of it is within the reach of the poorest.

Women know little about preparing fish—thanks to the inert fishing industry. The average housewife simply fries her fish—when any good fisherman-camper knows a fish should be broiled. Note what the packing houses have done to educate women on meat; what the canned goods men are doing to educate women in tincan cookery; what the spaghetti, the fruit, even the sauerkraut men are doing to make their goods appear frequently and appetizingly on family tables. A Fish Cookery Education Division should be organized to prepare recipes in plenty; women should be educated on the differences in fish, with colored fish charts and booklets; the restaurants should be campaigned to offer more fish dishes.

The American people should be made to eat fish regularly. Modern science brings to their tables every other delicacy of a perishable nature; "spratten," a delectable canned fish from Russia; fruit from many countries, even grapes from South America and eggs from China. Fish, too, can be brought to every table by the right merchandising methods. The meat supply is visibly diminishing. Fish in its many varieties is the logical alternative.

PROVE IT! SHOW THE LETTER

If your salesman could show skeptical prospects the testimonial letters and orders received from satisfied customers, it would remove doubt and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use.

Write for samples and prices.

AJAX PHOTO PRINT CO., 31 W. Adams Street, Chicago

BOOT AND SHOE RECORDER

BOSTON

"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 13,423 copies weekly. (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

Beautiful Decorations $15.00 AND UP

Designed Especially for Your Purpose

ASTOR ADVERTISING SERVICE

18 W. 34TH STREET, N.Y.

PHONE PENNSYLVANIA 0878

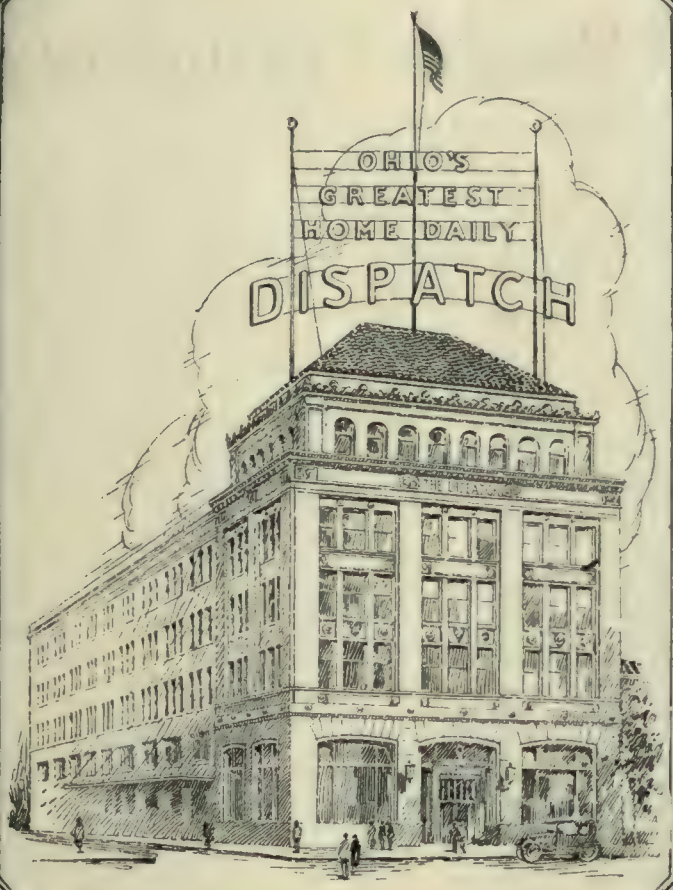
Mailing Lists

Will help you increase sales

Send for FREE catalog giving counts and prices on thousands of classified names of your best prospective customers—National, State and Local—Individuals, Professions, Business Concerns.

99% Guaranteed by refund of 5¢ each

ROSS-Gould Co. 377 N. 10th St. St. Louis



The New $1,500,000 Plant *for* *Ohio's Greatest Home Daily*

A 45% Increase In Circulation

during the past four years has made necessary this new and larger home for the Columbus Dispatch, located on South Third Street, opposite the State Capitol in the heart of growing Columbus, a 95 percent American-born city of 300,000, with a per capita wealth of $3,045.

This entire five story modernly equipped building, designed for straight line operation, is the last word in newspaper efficiency, with over sixty-two thousand square feet of floor space that will be

DEVOTED EXCLUSIVELY TO PUBLISHING THE DISPATCH —THE FIRST NEWSPAPER IN OHIO IN PAID ADVERTISING VOLUME

105,819 PAID CIRCULATION
LARGEST IN CENTRAL OHIO

The Columbus Dispatch

First in News · First in Circulation · First in Advertising

The Modern Methods of Market Research

White has made MARKET ANALYSIS a real "How" book. It is practical from preface to index—filled to the covers with specific advice and workable ideas. The book has "use" written all over it.

Seventy-nine charts, diagrams, sample letters and questionnaires are given to show you how market research work has been done by others, and to give you a plan of campaign for a survey of your own.

Just Out

NEW SECOND EDITION

MARKET ANALYSIS

By Percival White
Research Engineer

438 pages, 5½ x 8; 79 charts and diagrams, $4.00 net, postpaid

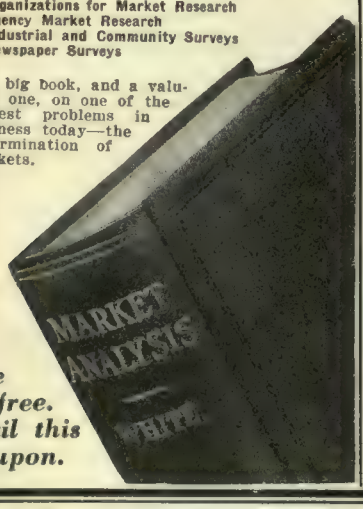
This book will prove a helpful guide for all who are interested in the scientific analysis and organization of markets. It gets right into the very heart of the subject. It enables the executive to turn the spotlight upon his marketing problems—it tells him how and where to get the facts he needs—how to analyze them—how to use them profitably.

All of the material has been brought up-to-date, in line completely with modern methods and requirements.

Four new chapters of special interest are:

Organizations for Market Research
Agency Market Research
Industrial and Community Surveys
Newspaper Surveys

A big book, and a valuable one, on one of the biggest problems in business today—the determination of markets.



See it free. Mail this coupon.

FREE EXAMINATION COUPON

McGRAW-HILL BOOK CO., INC.
370 Seventh Ave., New York

Send me for 10 days' free examination:
White's MARKET ANALYSIS, $4.00.
I agree to remit for the book or to return it, postpaid, within ten days' of receipt.

Name .....
Address .....
Position .....
Company .....

A. F. 8-12-25

This Intangible Thing Called Reader Confidence

[CONTINUED FROM PAGE 34]

by the individual in entertainment, general education and general informative type of reading. We mistake surface attention for depth of interest, despite the fact that the trend of thought and conversation, the habit of activity and the necessities of life require the individual to spend most of his time and energy on the business of business.

SIMILARLY it is true that most men in business are trying to increase their information about their own businesses. They may not be students but by conversation with men in the same lines, by reading various types of publications dealing with their situation and by other means, they are endeavoring to seize for themselves some of the experience of those who have gone farther and secured more authority, without having to wade through all the difficulties which were required in the development of the earlier education.

This individual subscriber, whose picture we endeavor to secure by scrutiny of the A. B. C. statements and such examination as we can make of the editorial policy of the publication, is interested, therefore, only in the authority of the information which he may secure and the applicability of this to his problems. He is not vitally concerned with the other fellow, any more than the insured is particularly interested in the actuary's statement regarding the death rate. This subscriber is not interested in general developments as such, but he is very much interested in solving his business problems and, if possible, with a minimum amount of grief. He reads, along these lines, in the hope and expectancy that he will get additional light upon these problems and how to deal with them.

Curiously enough, however, his tastes get mixed up with his desire for information. His attitude of mind develops a different approach to the information and he does not use the publication for his considered attention, which meets his ideas of authority but not his tastes in approach. For instance, the advertising man may be engaged in the food business and he may read publications devoted to both the food and the advertising business. So long as he is an advertising man in his approach to the problem, his considered attention will be given to the advertising method of conveying the information. If in the course of his development he becomes more interested in the food and less interested in the advertising, his considered attention will change. Any man who knows business can sit down and think of examples of this kind.

Of course this subscriber also desires, more than anything, to be assured of the authority of the information dealt with in the publication. He has no means of checking up its value altogether; he must either accept or reject its discussions to some extent and it is important, therefore, that he should be able confidently to depend upon the authority and capacity of the publication. As a matter of fact, the degree of authority of the publication can be used as a measuring stick with which to determine the depth of the concentration upon that publication upon the part of the subscribers, or conversely the depth of interest is indicative of the degree of authority.

THIS is not always adequately explained by the examination of the physical circulation. Business men in their search for information may subscribe to several publications which have some bearing upon their business, but none of these publications possesses the same degree of authority or the same degree of influence and, as a consequence, the consideration given by the individual subscriber varies from the casual and frivolous to the concentrated and considered.

I remember some years ago when I was buying advertising, it was part of my duty to clear the subscriptions for the publications received by the executives and officers and to route these. Two papers went through the entire principal executive organization. One of them always came back with notations, marginal notes or some comment; the other rarely had any indications of interest, yet the number of subscribers in that concern was exactly the same for both papers. I knew that the reading attention and, therefore, the value to the advertiser was entirely different.

After all, this subscriber we are talking about views the advertising in the same way that he views the text—as a means of information. This type of information is just as necessary for his business as the discussions in the editorial columns. The equipment, the products and the processes of his business are dependent upon the right physical material development.

It is not often that the subscriber himself recognizes the almost automatic transfer of authority from the reading to the advertising pages and the strong association between the two, but it is operative and it is an important value to the advertiser in his

When Should DEALER-TO-CONSUMER *Direct Mail Be Used?*

Broadly speaking dealer-to-consumer direct mail can be profitably used

—when the product retails for $50 or more,
—when the product is sold by specializing dealers,
—when prospective consumers must be selected and appealed to as individuals,
—when the dealer's profit per sale is sufficient to have localized sales promotion expense charged against it and paid for in whole or part by the dealer.

This is true for the same reason that manufacturers of relatively high priced articles who are represented locally by one or a few specializing dealers divert most of their publication appropriation into newspaper advertising. The dealer must be identified and merchandised as much as the product itself. Localized advertising is highly essential.

But, on the other hand, makers of goods sold at drug and grocery stores, sold on most every corner in every city, town and hamlet, spend more money in national magazines than in local newspapers—because the dealer needs no identification, consumers are in daily contact with the point of sale. Localized advertising is not so essential.

Direct Mail for the *specializing* dealer to his handpicked, selected list of prospects permits him to focus and intensify his selling effort thereby reinforcing the newspaper space used locally by the manufacturer.

Almost without exception the leading manufacturers of musical instruments, household electrical specialties, high class furniture, jewelry, silverware, office equipment and automobiles find dealer-to-consumer campaigns ***indispensable.***

Many of these big national campaigns are handled and ***distributed*** by Electrograph because this organization has ***specialized*** in this form of advertising and sales promotion since its inception.

Because of its long experience Electrograph can advise you on the type of campaign best fitted for your product, your particular scheme of merchandising and your dealer organization.

Write for Electrograph exhibits or dealer educational campaigns and samples of successful dealer-to-consumer ***localized*** and ***individualized*** campaigns.

Electrograph is the country's largest producer of quality Direct Mail—capacity one-half million individualized, localized and stamped mailing pieces of uniform quality in a single day—produced by an organization of over four hundred skilled Direct Mail specialists.

THE ELECTROGRAPH COMPANY
725 West Grand Boulevard · Detroit, Michigan

Electrograph

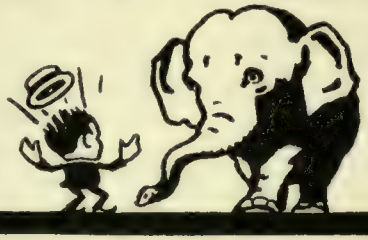
Created DIRECT-MAIL *Localized*
Individualized
Distributed

"If I were buying space in architectural journals," *said the architect,* "in order to get architects to specify some kind of product or equipment that I made, I wouldn't trust to an impression. I'd get the very latest *authentic* figures on the number of architects reached—such as the A.B.C. *Auditors'* Reports."

Ask us for the latest statistics on building activity—for a copy of our 56-page booklet, "Selling the Architect"—and for data on the circulation and service of The Architectural Record.

(Net Paid 6 months ending June, 1925—11660)

The ARCHITECTURAL RECORD
119 West Fortieth Street, New York, N. Y.
Member A. B. C. Member A. B. P., Inc.



Big Things Coming Our Way

Almost every day now there is an announcement of a new development which is bringing more people and more money to the Mississippi Gulf Coast. One of the "big ones" lately is the $5,000,000 Edgewater Gulf Hotel and resort.

National Advertisers can share in the progress and prosperity of the Mississippi Coast by telling the story of their products through The Daily Herald—it goes daily into over 5,000 homes on the Mississippi Coast. Through it you can broadcast your message to this ever-growing and prosperous group.

THE DAILY HERALD
GULFPORT MISSISSIPPI BILOXI
Geo. W. Wilkes' Sons, Publishers

MOVING? Be sure to send both your old and your new address one week before date of issue with which the change is to take effect.

consideration of the buying of advertising.

As a matter of fact, this subscriber has bought the publication because he believes it will give him information which is correct, reliable and authoritative. If he does not receive the sort of information that he can apply to his own problem, he ceases to use the publication, even though he may continue to subscribe for it. If it proves up to his requirements, he gives it his considered attention, whether that attention be for a few minutes or for several hours.

The value of the information which he may receive from the publication is sufficient to outweigh very rapidly any money involved in the subscription price, so that he will subscribe to publications on the chance that they may give up to him things which are of service, but his concentrated attention is given only to the publication which has proved its value and which he associates with authoritative understanding in his field.

[This is the first of a series of articles dealing with the problems of the business paper publisher. The second article will appear in an early issue.]

Guy P. Gannett

Publisher of the Portland, Me., *Press-Herald* and the Waterville, Me., *Sentinel,* has purchased two other Portland papers, the *Express* and the *Sunday Telegram,* from Col. Fred N. Dow and William H. Dow. According to an announcement by Mr. Gannett the *Sunday Telegram* will be consolidated with the Sunday edition of the *Press-Herald.*

Lehn & Fink Products Company

Is the name of a new holding company which brings under one head the total resources of Lehn & Fink, Inc., New York, and the A. S. Hinds Company, Portland, Me. Both concerns have been extensive national advertisers, the former manufacturing Pebeco tooth paste and Lysol disinfectant, and the latter making Hinds Honey and Almond Cream as well as other vanishing creams and lotions. The manufacturing of both former concerns will hereafter be centered at the Lehn & Fink plant, Bloomfield, N. J.

Wilson-Western Sporting Goods Company

Is the name of a new concern which has been formed by the consolidation of the properties of the Thomas E. Wilson & Company and the Western Sporting Goods Manufacturing Company, both of Chicago. L. B. Icely, formerly president of Thomas E. Wilson & Company, is the president of the consolidated firm, and D. Levinson, formerly secretary of the Western Sporting Goods Manufacturing Company, is the new vice-president. In addition, W. L. Robb and G. H. Morris of the Wilson Company, and S. Levinson and I. B. Ungar of the Western Company will continue under the new organization. Both trademarked lines will be continued.

THE LIMITATIONS OF ADVERTISING

Don't think advertising will attain the impossible. It is not the whole thing in business. Where you find a business successfully advertised, there also will you find a product and particularly a management that would succeed without advertising. The advertising has brought a larger success, and in a shorter time.

Unless your product has qualities for success in its appeal and cost, and unless you yourself have the qualities requisite to successful, aggressive management, no advertising expert can help you much. But with those advantages, you can profitably employ experienced advertising counsel, much as ships use the service of pilots in leaving and entering port.

Here we have men of seasoned ability and of long experience in merchandising and advertising. Consultation involves no obligation.

"What is Advertising" a series of which the above is one has been published under this title. The entire series will be sent upon request.

C. C. WINNINGHAM

Advertising and Merchandising

GENERAL MOTORS BUILDING

DETROIT

AN advertisement prepared by the Wm. H. Rankin Company for Goodrich Silvertown Balloons, one of the many products manufactured by The B. F. Goodrich Rubber Company whose advertising on tires, footwear, hose, belting, packing, drug sundries, radio specialties and miscellaneous products we have successfully handled since 1912.

The Only "Denne" in Canadian Advertising
The Canadian Market demands specialized advertising counsel and service—which is our job. Let us tell you how we can help.
A. J. DENNE & Company Ltd.
Reford Bldg. TORONTO.

LUMBERMEN
offer power plant equipment and mill accessory firms; building material and truck manufacturers a big sales field. For surveys ask
American Lumberman
Est. 1873 CHICAGO, ILL.

TOYCO Promotion BALLOONS
There's a definite way to make Toyco Promotion Balloons increase sales. Ask us to tell you how.
Write Sales Service Dep't.
The TOYCRAFT RUBBER CO.
ASHLAND, OHIO

Bakers Weekly A.B.C.-A.B.P. New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

Does a Quartet Get More Attention?

[CONTINUED FROM PAGE 16]

repeated after a lapse of three or four months and on the average would repeat its previous good performance. Occasionally, however, the same piece of copy would show an amazing variance in pulling power in the same publication. In some one month it would pull not only stronger than any other advertisement in the issue but actually twice as strong as any other. When repeated later it would be only an average producer. Once in a while its record card would show it to be the poorest producer of the month.

ANOTHER discovery threw a mysterious factor into the calculations. When the record was made up for all the advertising done in one issue of one "multiple" medium for a certain month, showing the number of inquiries produced by each of eight different advertisements, one piece of copy would invariably have produced far more leads than any other. Why? We set out to find the answer.

Fortunately, some years before we had established a custom in clipping and filing our advertisements of taking out of the magazine not merely the advertisement itself but the entire page on which it appeared. This gave us as a matter of record the position of the advertisement on the page and the *page number*.

Seeking the elusive factor that seemed to be stimulating one particular piece of copy each month, we compiled a statement of the inquiries received from all our advertising by months in one publication for a period of three years. In each issue we had used from six to eight different pieces of copy. The report showed returns on 267 different advertisements. Then we went through the clipping file and opposite each advertisement on the list we noted the number of the page on which it appeared. And suddenly the "mystery" became so simple that even a detective in a crook play could have solved it. Every month for thirty-six consecutive months, with six to eight advertisements in each issue, the *first* advertisement in the magazine had produced far more inquiries than any other. Yes, no matter what piece of copy drew first position when the publisher spread them through the book, *that* advertisement pulled by far the largest number of replies.

This evidence so clearly indicated the attention value of position that we immediately began a study of all returns where we were using multiple advertising to locate those sections of a publication which seem to have the greatest attention value. Possibly nothing presents the result of this study quite so clearly as the charts which accompany this article. They indicate that on the average:

The best results were invariably secured from the first advertisement.

The next best results were secured from the second advertisement.

An advertisement appearing toward the end of the first advertising section produced better results than one in the middle of that section.

An advertisement at the extreme back of the issue produced better than one in the middle of the back advertising section. This is particularly interesting, but did you ever notice how many people in running through a magazine hold it in the right hand and start looking at it from back to front, letting the pages fall away one by one from under the left thumb? There seems to be an amazing number of left handed folks in the world, when it comes to magazine reading. Did you ever stop to think that they see first those advertisements on and just inside the back cover?

Here and now, I desire to rise and disclaim any intent to propose that hereafter all advertisers using double spreads divide their space neatly into eight equal parts and spray them through the issue. Likewise, I disclaim any intent to propose that all advertisers endeavor to get position in the front of the book.

A full page or a double spread or a color page may be the very best unit of space for your product. And I know, too, that on the average publishers do the very best they possibly can for regular advertisers in the way of position.

I present these experiences and results merely as intensely interesting indications of reader response and of the influence of a host of contributing factors upon results.

Campbell-Ewald Company

Detroit, will direct advertising for the Webster Cigar Company, Kleiner Cigar Company and Otto Eisenlohr & Brothers, all of Detroit, manufacturers respectively of the Webster, the Tom Moore and the Cinco brands of cigars.

E. R. Crowe & Company, Inc.

Magazine management, announce the appointment of E. F. Lethen as western manager of *Popular Radio*, and N. D. Campbell as western manager of the Newsstand group of magazines.

F. J. Ross Company, Inc.

New York, will direct advertising for the new de luxe New York-Miami run to be inaugurated in October by the Pacific Steamship Company, operating the Admiral Line of steamships.

National Specialties Libraries Association

Financial Group, announces the election of the following officers for the coming year: Chairman, Miss Margaret Reynolds, First National Bank, Milwaukee; vice-chairman, Miss Alice M. Scheck, First National Bank, Los Angeles; secretary, Miss Eleanor Cavanaugh, Standard Statistics Company, New York.

THE standard of quality set by large national advertisers is most exacting. Only an advertising agency with facile pen, fine talent, long experience and expert facilities can successfully and continuously measure up to them. The prestige of the Wm. H. Rankin Company's clientele and the distinctive character of the campaigns prepared by it testify to an ability and service unusually fine. If performance is the gauge of an advertising agency, as it is of a product, then the Wm. H. Rankin Company deserves the most serious consideration.

An interesting booklet on "Telephotography" sent on request

WM. H. RANKIN COMPANY *Advertising*

342 Madison Avenue
New York City
Telephone: Murray Hill 9300

Tribune Tower
Chicago, Ill.
Telephone: Randolf 6600

Albee Bldg. Washington
Peoples Savings Bank Bldg. Akron
San Francisco
Bankers Trust Bldg. Philadelphia
London
32 Front St. West Toronto

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays
THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

Jewish Daily Forward, New York
Jewish Daily Forward is the world's largest Jewish daily. A.B.C. circulation equal to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A Home paper of distinction. A result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

National Miller
Established 1895
A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. paper in the field.
630 W. JACKSON BLVD., CHICAGO

A TAYLOR THERMOMETER ADVERTISES 24 HOURS EVERY DAY
Agents whose clients' products are in keeping with thermometer advertising recommend *Taylor* Outdoor or Indoor Advertising Thermometers. All year round publicity, because of universal human interest in temperature.
Write for catalog and quantity prices.
Taylor Brothers Company
ROCHESTER, N. Y. N-38
(Division of Taylor Instrument Companies)

Of interest only to men in Chicago, or who know the Chicago market

The Man we want

isn't looking for a job

He is successful and thinks he is satisfied

—but READ THIS *and decide whether you are "our" man*

If you have wanted a business of your own
—*here's an opportunity that offers most of the advantages and practically none of the difficulties of starting a business for yourself.*

If you know advertising and merchandising
—*here's a chance to make that knowledge pay you well.*

If you can sell accounts and can keep them sold
—*here's the best opening you have ever had to become an executive in an established, growing, capable organization.*

If you want to build an income in five figures
—*here's where you can do it just as fast as your ability will permit.*

If you want to get paid for something you don't earn
—*here's where your interest in this opportunity stops.*

If you are protestant, married, someplace between the 30 and 40 milepost, aggressive, clean and the kind that "licks" obstacles, your chances for the position are much enhanced.

This organization is rendering a complete sales counsel and advertising service in Direct Advertising — Dealer Service — Trade Paper and Newspaper. It is marked as one of the comers in its field.

It is not a new organization.

Our own people know this is being run. Replies will be held in strict confidence. Please write frankly and in detail. You will be given an opportunity to investigate us before interview, if you wish.

Address F. B.
Advertising & Selling Fortnightly
1328 Peoples Gas Bldg.
Chicago

—and Now Concerning Copy

THERE ISN'T ANY advertiser who has more fun with a single column than Jim Henry of Mennen's, nor one who has it more consistently. His talk about dermutation is not altogether clear, but he probably feels that dermutation is the *halitosis* of his particular party. There is undoubtedly a convincing argument concealed somewhere in its syllables, but the deadly seriousness of it doesn't prevent him from sugar-coating it with such stunt-writing as this:

"Noiseless typewriter, tasteless castor oil, seedless orange, wireless talking, *cussless shaving!* Even with heatless water Mennen's Shaving Cream creates limitless lather with effortless ease. Dermutation makes each tough whisker spineless—defenceless before the razor. The result: painless shaving and priceless comfort. A peerless buy at 50c."

Some day we'll have to go back to Mennen's.

WHEN AN ADVERTISER (Oh, all right, *Gillette*) tells me that my "razor must offer no excuse on three counts if it is to give the really perfect shave—comfort, safety, speed"—he excites me just as much as the shoemaker who says that his shoes give comfort and fit and service. There is no perfect shave, and there is no perfect shoe advertisement.

YOU CAN BE PRETTY SURE that the star-eyed friend who puts you at your ease by saying, "Why you know, I find myself reading the advertisements *first* in the *Saturday Evening Post!*" is possessed only of a desire to be altogether big. It is your duty to encourage and guide his reading. Lorimer won't mind. Lorimer will get him in the end.

IF YOU FILL IN all the trial size shaving soap coupons to be found in the pages of almost any one general magazine, and if they last as long as the coupons say, and if the manufacturers really send them, and you use them patiently up, it will be a good four months before anyone makes a full-size sale. Why couldn't they all cut out samples and make more money, and perhaps even shave a nickel off the full-size price?

BELIEVE IT OR NOT, Bruce Barton has at last written a good piece of copy. For selling stock—or rather bonds. Two pages facing, in the *American Magazine*, selling bonds for the Broadway Temple. Dr. Reisner's sanctuary away up town, which quite in the spirit of the times is to provide the preaching and hearing of religion with all modern improvements, including a 34-foot illuminated and revolving cross at the top. The copy, as has been said, is sincere and persuasive—a superb example of how advertising should be working more often than it is. Being a craftsman, the writer of it took several of the sure-fire brushes of the stock-promotion rainbow-painter's method, cleaned them well in gasoline, and made a really daring picture of the value of the investment.

But down in the last tiny corner of the coupon was the smartest stroke of all: in a trapezoidal space whose area is roughly ⅝ in. by ¼ in., you find, in 2-point italics, this—

p. s. John D. Rockefeller, Jr., has agreed to take the last $250,000 of the Bonds.

When all the returns are in and the issue is oversubscribed, a lot of advertisement-makers will want to know how many of the purchasers saw that note. Then they will take the information and rub it in the noses of certain obstructors of advertising who say "folks won't read fine print."

IF ANYONE TELLS YOU that nobody reads fine print, suggest that he ask Monsieur Condé Nast how many *bibelots, camisoles* and *bijoux* he has sold through those little postage-stamp captions in 6-pt. italic in *Vogue*.

"THEIR COPY is beautiful stuff," said a man who reads it, of the output of a great agency. "They make me realize that the thing they're advertising will do me lots of good, but I never am quite sure whether to rub it in my scalp, or take it three times a day, or go for a ride in it."

THE OTHER NIGHT the president of the United Fruit Company said that his company was looking for some way in which it might advertise its product by means of music—say a popular song.

AN EMINENT copy-writer who was tired of "resting" was given the application-form of a great agency to fill out. After four pages of serried questions, he came to one that asked what, above all other things in the world, he would like to do if he could have his way. He wrote, naturally and simply, "Nothing, you poor nut," and did not get the job. It is better so.

IN NEW YORK—THE WORLD'S GREATEST MARKET

The Sun

Leads All Evening Newspapers

FOR the month of July, The Sun led its nearest evening competitor by 21,260 lines in total advertising.

For the month of July, The Sun, publishing six days a week, led all other New York newspapers —evening and morning—Daily and Sunday included—in Manhattan Department Store Advertising.

For the first seven months of 1925, The Sun has carried a greater volume of Manhattan Department Store Advertising, six days a week, than any New York evening or morning newspaper, Daily and Sunday combined.

For the first seven months of 1925, The Sun has carried 480,672 lines more of National Advertising than any other New York evening newspaper.

The Sun's gain in National Advertising for the first seven months of 1925 is nearly double the combined gains of all other New York evening newspapers.

All figures quoted are as of July 31, 1925, furnished by the Statistical Department of the New York Evening Post, Inc.

The Sun is an independent, vigorous, sane and wholesome newspaper enjoying the respect and confidence of both its readers and advertisers

The Sun

280 Broadway **New York**

CHICAGO 208 La Salle St. **BOSTON** Old South Building **SAN FRANCISCO** First National Bank Building **WASHINGTON, D. C.** Munsey Building

LONDON 40-43 Fleet St. **PARIS** 49 Avenue de l'Opera

WHICH PAPER?

The Strathmore 4-Group Plan Tells

COVERS	BOOKS	JAPANS	BONDS	WRITINGS
THE · EVERYDAY · GROUP				
Bay Path Cover	*Bay Path Book*	*Bay Path Imperial*	*Bay Path Bond* *Blandford Bond* *Strathmore Multicopy Bond*	*Bay Path Vellum*
THE · PRESTIGE · GROUP				
Alexandra Deckle Edge Narrow Width *Old Cloister Cover* *Rhododendron Cover* *Strathmore Munsell Cover*	*Alexandra Book* *Alexandra Deckle Edge Narrow Width* *Blandford Book*	*Alexandra Japan*	*Alexis Bond* *Saxon Bond*	*Alexandra Brilliant* *Strathmore Snowdrift* *Telanian Extra Super* *Woronoco Damask*
THE · DISTINGUISHED · GROUP				
Old Stratford Parchment Cover *Strathmore Deckle Edge Narrow Width*	*Old Stratford Book* *Strathmore Charcoal* *Strathmore Deckle Edge Narrow Width*	*American Japan Parchment* *Strathmore Japan*	*Strathmore Deed* *Strathmore Parchment* *Woronoco Bond*	*Strathmore Script*
THE · DECORATIVE · GROUP				
Aladdin Cover *Araby Cover* *Bannockburn Cover* *Parquetry Cover* *Strathlaid Booklet* *Strathmore Brochure* *Strathmore De Luxe*	*Strathlaid Booklet* *Strathmore De Luxe*			*Aladdin Writings*

STRATHMORE EXPRESSIVE PAPERS ARE PART OF THE PICTURE

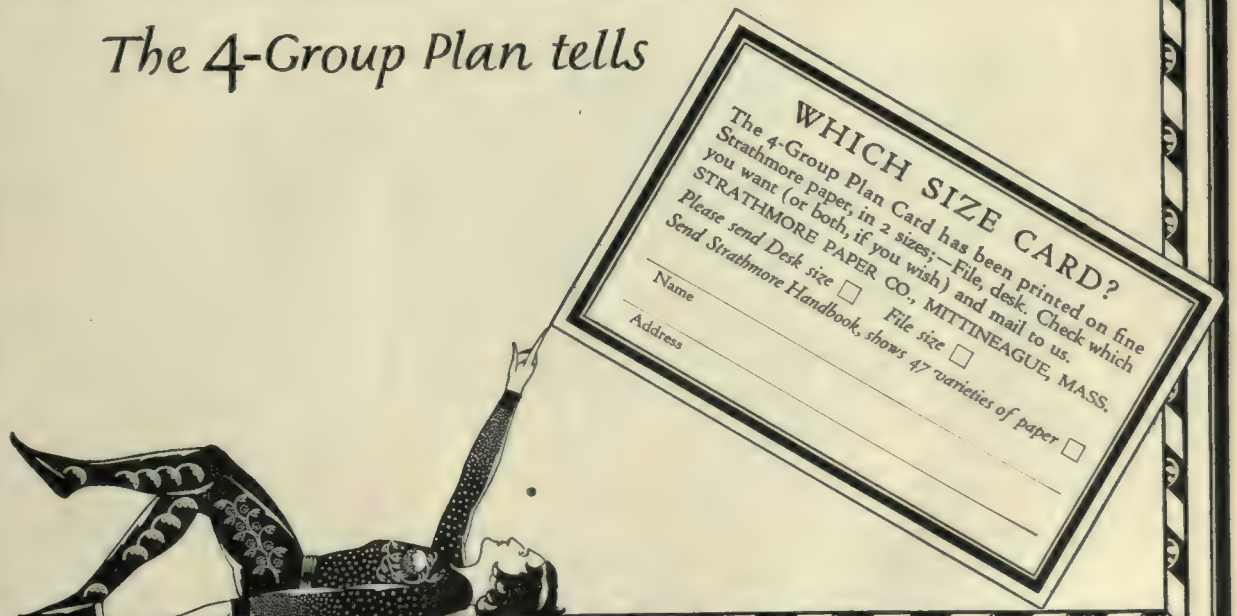
WHICH PAPER

will give this result?

Every intelligent direct-mail-planner asks that question. Once it meant digging. Today, there is the Strathmore 4-Group Plan. This is how it works: Is it an everyday mailing, with wide circulation, here is an Everyday Group..... Is it a distinguished piece, with restricted circulation, here is a Distinguished Group ... Is this job to build prestige, the 4-Group Plan shows the Prestige Group of papers. Is that job to reflect style or novelty, it points out the Decorative Group ..... 3 steps in price; 3 steps in quality: 4 steps in effect. All lead directly to the Strathmore Expressive Paper which fits both as part of your picture and part of your price..... What a wonderful printing assistant to have around! 2 cents hires it. Which size? Please use coupon.

WHICH STRATHMORE EXPRESSIVE PAPER?

The 4-Group Plan tells



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Our local advertising rates are 10% higher than the second paper.

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In Sharper Focus

Paul M. Hollister

By Bernard Lichtenberg

BLINK and Blank were two newspaper men, obscure key-pushers but ambitious to be known more prominently along newspaper row. Not having succeeded in reaching any degree of prominence through their ability and hard work, they arranged a long-pull publicity stunt between themselves which bordered on the Mutual - Admiration - Society methods. Whenever Blink's name was mentioned, Blank would say, "Blink? Oh! you mean the *great* Blink?" When the

other fellow's name passed anybody's lips, Blink would say, "Blank? Oh! you mean the *great* Blank?" And so pretty soon down in newspaper row, and later beyond those narrow confines, both Blink and Blank made marvelous reputations without any direct relation to the amount of their contributions to newspaper history.

In a July issue of "Fortnightly" Mr. Paul Hollister wrote a very complimentary piece in this here column about one Bernard Lichtenberg. Now true to the tradition of Blink and Blank, but without his knowledge or consent, it is my turn to biograph Paul Hollister.

Mr. Paul Merrick Hollister was born in Grand Rapids, about 35 years ago. He went to Middlesex Academy, then to Harvard where he was graduated in the class of '13.

At Harvard he was all in one and one in all. He was head of the Lampoon Board; and president of the Hasty Pudding Club (this organization is not the official baker "by appointment to" the Crimson-robed habitues at Cambridge but, as you know, gives musical shows which have been highly praised even by critics). On the Varsity football squad he was considered, and still is, as one of the best drop kickers in generations of football. He was a member of the Delphic Club, the Phoenix, Dramatic, the Signet Society, the O. K. Society, the D. K. E. Society and of the Institute of 1770; also a member of the Editorial Staff of the Harvard Crimson. That's all the record shows him to have been active in, although if I have missed any clubs, societies or other impedimenta to college culture Paul Hollister did not. He also must have attended classes there because, as the most popular man in his class, he delivered the Ivy Oration at graduation.

After graduation, he worked on a Grand Rapids newspaper for a couple of years, and this early training has had a big influence on his modes and morals. Then he was sent on a three months' tour in South America to observe conditions and traveled that place from coast to coast and from neck to toe. Then he tried his hand at selling. His first prospect was Miss Marion Hengerer of Boston. "He got the job." In November, 1915, his prospect and he were married—with full intentions and sacred promises on his part to settle down. Then he went with the H. K. McCann Company for three years and since Jan. 1, 1919, when Barton, Durstine & Osborn opened their office, he has been with them. During the first years of this new baby agency, Bruce Barton and Roy Durstine divided all the work equally among themselves and the two or three other executives who started with them. The work being equally divided, Paul Hollister was Production Manager, Art Director, Contact Man on a good percentage of the four accounts in the shop, Copy Chief, and Customers' Entertainer, because he could tell all the old stories better than any of the others.

For the last four years, he has been in Boston as Manager of the New England office of Barton, Durstine & Osborn. There, in the austere atmosphere of New England, his wife and two children are having an easier time keeping him from indulging in the higher criticisms of mankind and from trying to save advertising from the extremes of intellectual poverty and cultural plutocracy.

As an advertising man, he writes unusual advertising copy. But he also writes other things. His book "Famous Colonial Houses" illustrated by James Preston, is very successful. As a contribution to the literature of the War he wrote, among other things "Throttled—the Detection of the German and Anarchist Bomb Plotters in the U. S. A." in collaboration with Inspector Tunney, and "The Secret Service of America, 1914-1918" in collaboration with John Price Jones.

Paul Merrick Hollister as Author, Advertising Man, Athlete, and Entertainer, is high-grade. But as a man and a friend he's six feet above criticism.

"I have succeeded," said the purchasing agent, with evident exultation, "in getting our next lot of stationery for thirty-five cents a thousand less than we paid last time. Here are estimates from eighteen different houses. But I'll have to watch this chap to see we get a good job. He certainly has figured low."

The president picked up the sample sheets and fingered them thoughtfully.

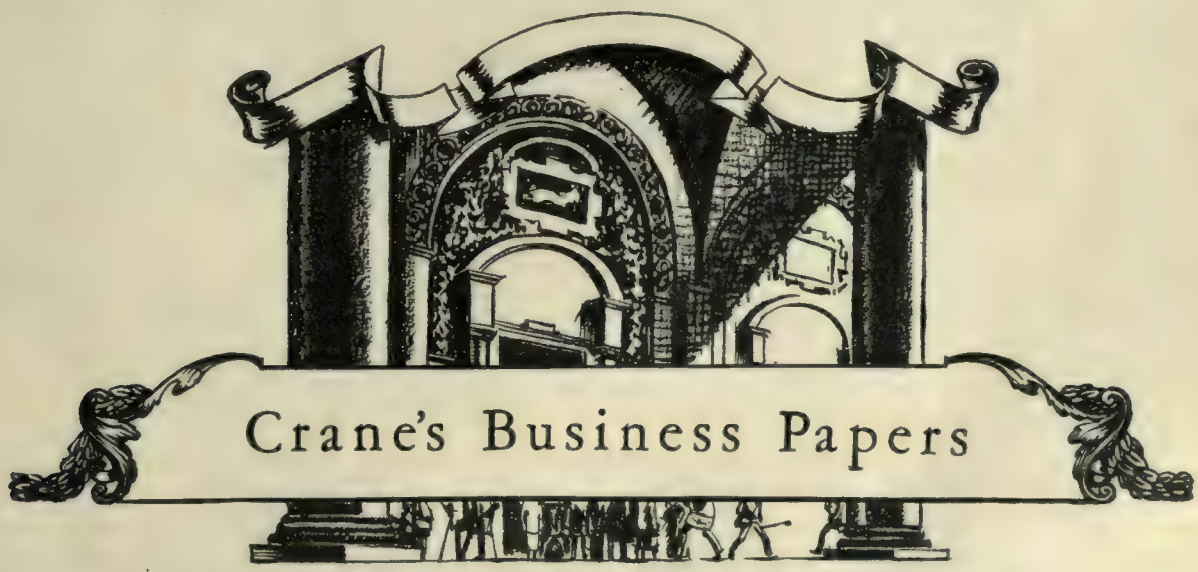
"As a purchasing agent you have done exactly right," he said. "But now look at this business a moment as I have to look at it, as a salesman that is, concerned with the kind of impression it makes on our customers.

"Take this group of buildings, for instance, the tapestry brick, the white stone bonding, the carefully spaced windows, the stretches of grass between them Consider the mural paintings in our reception hall, each one picturing some interesting and colorful aspect of our work. We could have built factories which would have served our purpose for many thousand dollars less.

"Now our letters are seen by many more people than will ever see our factory. Our correspondence is a part of the fabric of our business of which our factory is another part. Can we consistently spend thousands to make the place where we work look so well, and save thirty-five cents a thousand on our letterheads?"

"What would you suggest?"

"I suggest that you pick from the eighteen names you have there one you know does good work—not the highest, certainly not the cheapest, and ask him to figure on Crane's Bond."



CRANE & COMPANY, INC., DALTON, MASSACHUSETTS

Can Your Catalog Compete With This?

SUPPOSE this catalog shown above is your competitor's. If yours is placed beside it and a prospect for the commodity you handle wishes the final assuring glance that usually precedes a sale—which will he reach for?

Your catalog is, in most cases, the sole point of contact between you and the buyer. In the prospect's mind your product is saddled with the impression given by the catalog—that of quality or mediocrity.

Your product deserves a proper display. A Smith-made Art-Leather Cover will dress it up and secure it the recognition it merits.

Send us a copy of your catalog and tell us how many you issue. Without obligation we will put a Smith-made Art-Leather Cover on it and suggest a color and embossing arrangement. Both the low cost and the personality with which this cover will clothe your catalog will surprise you.

Send it to us today so that we can present the complete picture as soon as possible.

During recent months, we have made more than 150,000 Smith-made, Art-Leather Catalog Covers, Salesmen's Portfolios, Display Cases, Window and Counter Signs for:

Audit Bureau of Circulations
Brunswick-Balke-Collender Co.
***Butler Brothers**
*****Devoe & Raynolds Co.**
****First National Bank, Chicago**
Hart, Schaffner & Marx
*******John A. Hertel Publishing Co.**
B. Kuppenheimer Co.
*****La Salle Extension University**
Mansfield Tire & Rubber Co.
*****Morgan Sash & Door Co.**
*******National Tailoring Co.**
*****Peck & Hill Co.**
****Joseph T. Reyerson Co.**
********Stone & Field Corporation**
United States Military Academy
Western Printing & Litho. Co.

(*) Indicates number of repeat orders.

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448 No. Wells St.
Chicago, Ill.

Digest of A. N. A. E. Proceedings

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MARQUETTE ENAMEL

EXACTNESS of reproduction is the standard by which the artist's work is judged. Likewise, a true reproduction of the artist's original is the standard by which coated paper is judged. *Marquette Enamel* enjoys an enviable reputation for bringing out the best in the finest-screen halftones.

Design by E. A. WILSON

See *reverse side* for list of WESTVACO DISTRIBUTORS

The Mill Price List

Distributors of
Westvaco Mill Brand Papers

The Chatfield & Woods Co.	20 W. Glenn Street, *Atlanta, Ga.*
The Arnold-Roberts Co.	*Augusta, Me.*
Bradley-Reese Co.	308 W. Pratt Street, *Baltimore, Md.*
Graham Paper Co.	1726 Avenue B, *Birmingham, Ala.*
The Arnold-Roberts Co.	180 Congress Street, *Boston, Mass.*
The Union Paper & Twine Co.,	559-561 E. Swan Street, *Buffalo, N. Y.*
Bradner Smith & Co.	333 S. Desplaines Street, *Chicago, Ill.*
West Virginia Pulp & Paper Co.	732 Sherman Street, *Chicago, Ill.*
The Chatfield & Woods Co.	3rd, Plum & Pearl Sts., *Cincinnati, O.*
The Union Paper & Twine Co.,	116-128 St. Clair Ave., N.W., *Cleveland, O.*
Graham Paper Co.	421 Lacy Street, *Dallas, Texas*
Carpenter Paper Co. of Iowa,	106-112 Seventh St. Viaduct, *Des Moines, Ia.*
The Union Paper & Twine Co.	551 E. Fort Street, *Detroit, Mich.*
Graham Paper Co.	201 Anthony Street, *El Paso, Texas*
Graham Paper Co.	*Houston, Texas*
Graham Paper Co.	6th & Broadway, *Kansas City, Mo.*
The E. A. Bouer Co.	175-185 Hanover Street, *Milwaukee, Wis.*
Graham Paper Co.,	607 Washington Avenue, South, *Minneapolis, Minn.*
Graham Paper Co.	222 Second Avenue, N., *Nashville, Tenn.*
The Arnold-Roberts Co.	511 Chapel Street, *New Haven, Conn.*
Graham Paper Co.,	S. Peters, Gravier & Fulton Streets, *New Orleans, La.*
Beekman Paper and Card Co., Inc.,	318 West 39th St., *New York, N. Y.*
West Virginia Pulp & Paper Co.,	200 Fifth Avenue, *New York, N. Y.*
Carpenter Paper Co.	9th & Harney Streets., *Omaha, Neb.*
Lindsay Bros., Inc.	419 S. Front Street, *Philadelphia, Pa.*
The Chatfield & Woods Co.,	2nd & Liberty Avenues, *Pittsburgh, Pa.*
The Arnold-Roberts Co.	86 Weybosset Street, *Providence, R. I.*
Richmond Paper Co., Inc.	201 Governor Street, *Richmond, Va.*
The Union Paper & Twine Co.	*Rochester, N. Y.*
Graham Paper Co.	1014 Spruce Street, *St. Louis, Mo.*
Graham Paper Co.	16 East 4th Street, *St. Paul, Minn.*
R. P. Andrews Paper Co.	704 1st Street, S. E., *Washington, D. C.*
R. P. Andrews Paper Co.	*York, Pa.*

Manufactured by

West Virginia Pulp & Paper Company

Kansas
CHAS. L. NICHOLSON
Advertising Manager, The Hutchinson Daily News.
Kentucky
H. E. ROBERTS
Advertising Manager, The Lexington Leader.
Louisiana
L. F. BLACKBURN
Advertising Manager, The New Orleans Times-Picayune.
Maine
FRED H. DRINKWATER
Advertising Manager, The Portland Express & Telegram.
Maryland
W. S. SCHMICK
Business Manager, The Baltimore Sun.
Massachusetts
WM. F. ROGERS
Advertising Manager, The Boston Transcript.
Michigan
OTIS MORSE
Advertising Manager, The Detroit Free Press.
Minnesota
E. I. HARLAN
Advertising Manager, The Minneapolis Journal.
Mississippi
W. G. JOHNSON
General Manager, The Jackson Daily News.
Missouri
W. COURTRIGHT SMITH
National Adv. Dept., The Kansas City Journal-Post.
Montana
JOE L. MARKHAM
Business Manager, The Anaconda Standard.
Nebraska
JAMES A. AUSTIN
Advertising Manager, The Omaha Bee.
Nevada
JOE F. McDONALD
Business Manager, The Reno State Journal.
New Jersey
EUGENE W. FARRELL
Business and Advertising Manager, The Newark News.
New Mexico
JOSEPH TAUSEK
General Manager, The Albuquerque Journal.
New York
R. H. SCHOOLEY
Advertising Manager, The New York Herald-Tribune.
North Carolina
J. H. TURNER
Classified Advertising Manager, The Raleigh News & Observer.
North Dakota
N. B. BLACK
Publisher, The Fargo Forum.
Ohio
H. W. ROBERTS
Advertising Manager, The Cleveland Plain Dealer.
Oklahoma
H. E. DREIER
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Oregon
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Dir. National Adv., The Portland Journal.
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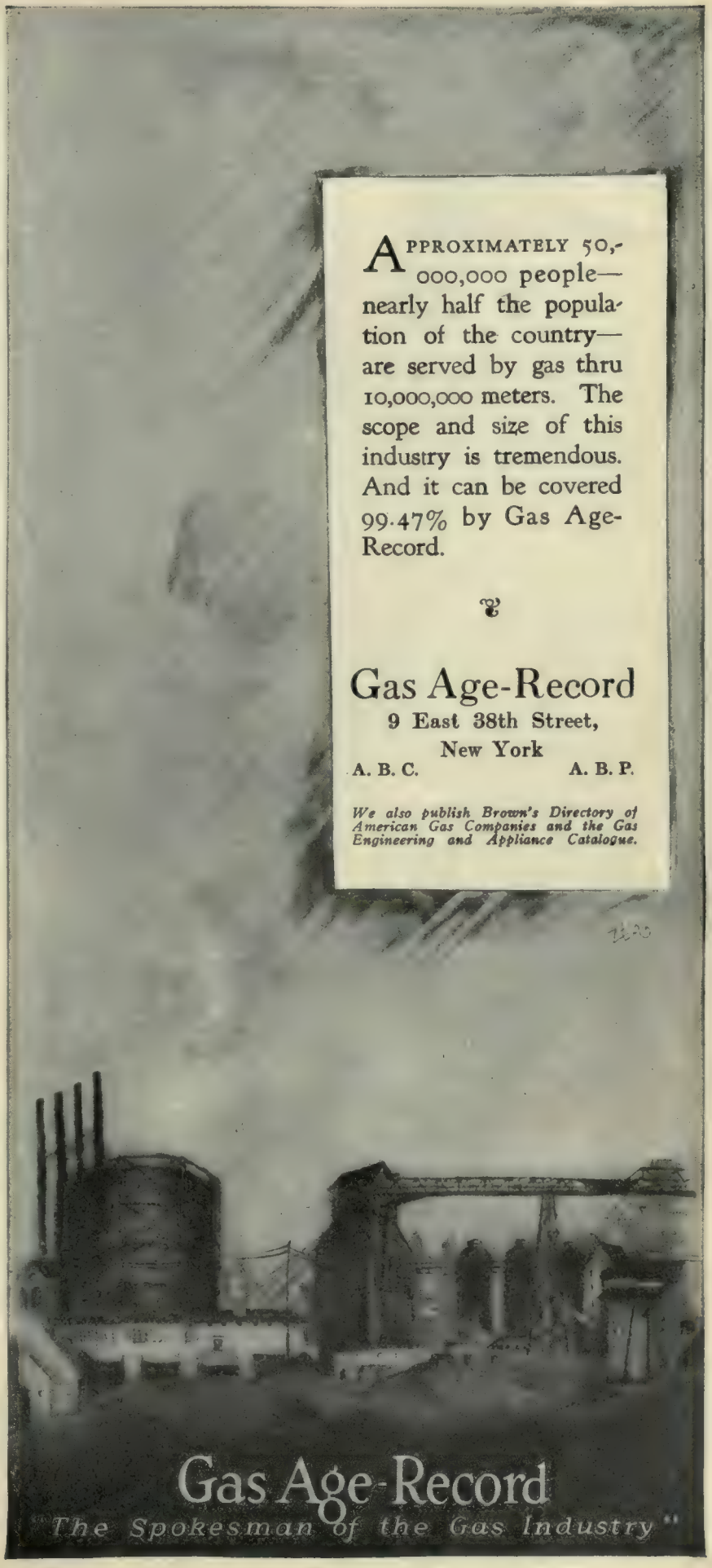


VOCATIONAL SCHOOLS use the latest type machinery and purchase annually hundreds of thousands of dollars worth of material, supplies, and equipment

In these schools are trained the coming foremen and junior executives in the furniture and woodworking industry.

When you advertise in *The Furniture Manufacturer & Artisan* this magazine not only carries your message to nearly every worthwhile furniture factory in the United States and a number of factories abroad—it is also read in over a thousand vocational schools.

Let us tell you more about "killing two birds with one stone."

The Furniture
Manufacturer & Artisan
GRAND RAPIDS, MICHIGAN
A. B. C. A. B. P.

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index, National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co., Inc.
R. W. Ferrel, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7966

One of Advertising's Overspenders?

[CONTINUED FROM PAGE 28]

do a volume of business represented by C, which represents the business in an unprofitable state, with more overhead than it can stand to carry.

Now let us say he decides to advertise. His advertising must raise the line of the business at least to the point indicated in Diagram D—the same line as represented by Diagram B—if he is to "get by."

The question is, *not*, How much shall we put into advertising? but *How much will it cost to raise that line?*

LET us use $1.00 as a unit (representing $10 or $100 or $100,000 or $1,000,000). Let us say it will cost $1.00 according to the best analysis he and his advertising agent can make. Suppose he feels pinched and decides arbitrarily that all he can spend this year is 65c.

That is what a great many advertisers do; and when they do it they are overspending by underspending. They are buying a ticket short of their destination.

But suppose he studies this diagram and discovers that the little white peak at the top of the triangle represents potential profits, with the overhead nearly all paid for when he gets past that dotted line? He begins to realize two things

First, that he dares not fall short of the dotted line or he will be wasting part of his advertising money

Second, that if he wants to make real money he must force his business volume up into the peak of the pyramid

How can he cover the first point: *insure* reaching the dotted line?

By spending the $1.00 his analysis tells him is required, and then by adding, say, 10c as a margin of safety or insurance, just as an engineer figures on a factor of safety in planning a steel bridge.

His appropriation will then be $1.10—an amount that will insure his reaching the dotted line. And because it will insure that—*and not merely because* $1.10 *is a large appropriation or a great sum of money*—he will be spending wisely. Whereas, if he spent 65c or 70c or even 90c, he will be overspending, not because 65c or 70c or 90c is not a great deal of money, but because it is not sufficient to pay the way to the dotted line. He will be overspending by underspending.

This principle applies to every kind of a business and to businesses of every size. It applies to great national campaigns and to the smallest direct-by-mail, or local newspaper or trade journal campaign.

What you feel like spending has nothing to do with the problem. What you need to spend to reach a given point has all to do with it.

In the World War the General Staffs set objectives and then they concentrated their men and guns and airplanes and transport on the problem of reaching those objectives. If they underestimated the resistance, or if they had too few men or munitions, they fell short of their objectives, with serious consequences.

As the war progressed the generals learned their lesson: that no amount of wishing or of personal enthusiasm or of self-deception as to the resistance to be overcome, the valor of their forces or the nature of the ground to be captured, could take the place of adequate troops, munitions and transport. And so they stopped throwing away their men and their munitions on risky objectives; they set *attainable* objectives, and sent in enough men, with enough munitions and transport to insure reaching those objectives.

SETTING objectives is just as important in marketing merchandise or service as in warfare. Yet how often otherwise shrewd business men let themselves be fooled into looking at the number of dollars they believe they can afford to spend instead of at the distance to be traveled.

Some three or four years since, an association of manufacturers, which must for obvious reasons be unnamed, held a very serious meeting to consider the advisability of a cooperative advertising campaign during their big selling season, the advertisements to be aimed at the general public to stimulate the buying of their product for certain purposes.

The secretary of the association presented a carefully worked out plan, together with an estimate of how much it would cost to put over the campaign the first season. The members liked the plan; they decided to go ahead. But when it came to the appropriation they shook their heads dubiously. XYZ thousand dollars was a heap of money. "Only a cent a case for total output of the industry," the secretary pointed out.

But somehow they couldn't see it in those terms; they could see only the big total—XYZ thousand dollars. They would think it over.

Next day the two biggest men of the industry got together at luncheon

And The Paper by Cantine!

YOUR sales literature! Expensive illustrations by a professional artist, persuasive text by a well-paid writer, printing by skilled typographers and—to give the whole job the impressiveness and sales value it should have—*coated* paper by Cantine!

The returns on your investment in printed matter depend much upon the paper you use—the very foundation of every piece of printing you buy.

Cantine's Coated Papers represent nearly forty years of specializing in the manufacture of fine coated papers exclusively. A book of sample papers and the name of a nearby jobber will be sent upon request.

THE MARTIN CANTINE COMPANY
Saugerties, New York

Cantine's COATED PAPERS

CANFOLD — SUPREME FOLDING AND PRINTING QUALITY
ASHOKAN — NO. 1 ENAMEL BOOK
ESOPUS — REGULAR NO. 2 ENAMEL BOOK
VELVETONE — SEMI-DULL - Easy to Print
LITHO C.1 S — COATED ONE SIDE

3/10 of a cent
PER PROSPECT

SIXTY MILLION

American Church Members Demand Good Church Music and

PAY FOR IT

The EXPOSITOR

Ministers' Trade Journal since 1899

Covers the Church Field

The October Issue Will Be the Annual

Church Music Number

presenting unusual sales opportunities to manufacturers of and dealers in

Pipe Organs
Organ Blowers
Reed Organs
Pianos
Orchestra Instruments
Band Instruments
Radio Outfits
Talking Machines
Hymn Books
Anthems and Collections
Music Publishers
Music Racks
Hymn Boards
Choir Stalls
Choir Vestments
Chimes
Etc.

Your Ad will go exclusively to the Buyers in this wealthy field at 3/10 cent per buyer or $75.00 a page.

To insure proof for correction, your copy should be in not later than September 1st.

May we send you our rate card—card of distribution by states and a complimentary copy of the EXPOSITOR?

The EXPOSITOR
701-710 Caxton Bldg.,
Cleveland, Ohio

New York 17 W. 42d St. **Chicago** 37 S. Wabash

and talked over the plan as one business man with another, and they decided that XY thousand dollars was enough to try to assess themselves and their fellow members. The secretary was a good scout and all that, but he didn't know how hard it was to make money and his ideas were not quite "practical" when it came to settling big questions like this.

And so, after the manner of associations, the question of the appropriation was settled arbitrarily by those two leaders in the industry, then and there. They would spend XY thousand dollars, which was just two-thirds of the XYZ appropriation recommended.

A MEETING was called, the matter was voted upon and carried. A committee was appointed to cooperate with the secretary in working out the campaign.

The committee had not worked very long before the members began to realize that XY thousand dollars was just about two-thirds of what was needed to do even a fairly good job. But apparently the only thing to do was go ahead and do the best they could with what they had.

They decided that they couldn't cut the list any, for it was a minimum list already. They would have to take smaller spaces and less frequent insertions. But at that they could "make it *look* like a *whale* of a campaign," as one member expressed it, by adding up the total circulations of the publications to be used, multiply the number of advertisements to be run by the total circulation of the publications to be used, showing the whole thing graphically, with smashing pictures of the publications and enlarged proofs of the advertisements, in a big broadside which they would send out to the dealers. Also get out an impressive portfolio for the salesmen of each of the companies forming the association, for them to carry with them and show to their customers.

And so, at the direction of the committee and with much adding and multiplying, the secretary worked out the enormous figures of the campaign, and even the members of the committee were amazed when they saw the figures. They certainly were impressive. And the diagrams and graphs worked out from them fascinated them. Those figures and graphs would wake up the trade all right.

Well, the selling season came on and the campaign started. The selling season passed and the campaign stopped. And nobody concerned was able to see that anything special had happened.

Yet something had happened: a group of manufacturers forming an association had overspent in advertising. And they had overspent because they had *under*spent Z thousand dollars. The Z thousand dollars would have increased the velocity to a degree sufficient to have impressed the campaign on the public mind.

The impressive circulation figures and the imposing graphs had fooled *no one but the men who had drawn them up.*

They never do any more; they have to be backed up by advertising that registers as impressively on the public as the figures and graphs are expected to register on the trade.

What does all this mean: That a firm must have a million dollars before an advertising campaign should be undertaken?

Not at all; but that nine hundred thousand dollars is overspending if the distance to be traveled requires a million dollars' worth of velocity; and that an extra hundred thousand dollars added to that million as a margin of safety is likely to increase velocity all out of proportion to itself. The directing genius of one of the million dollar businesses mentioned previously told me recently that every time they had added a hundred thousand dollars to their advertising appropriation they had added half a million dollars to their sales; and that they had done this *six times* and would continue to do it if they could ever get caught up on orders!

And what applies to a million dollars applies also to two hundred thousand or fifty thousand or ten thousand or one thousand.

ANY amount is *over*spending to the extent that it is *under*spending, no matter how small or how large the business or the appropriation.

Not: How much shall we spend? But: How far shall we try to go this year or this season—or this month—or during the next five years?—is the first consideration.

Do you want 2000 new dealers this year? Or to add 100,000 cases to your sales volume by 1925? Or to develop distribution in New England? Or to move seventy-six carloads of building materials? Or to give the public—of the United States, or of a state, or a single city—a sample of your product? Or to move men and women to contribute sixty thousand dollars to a charity? Or to fill a theater eight times a week? Or to fill so many pages or columns in your periodical with advertising? Or to sell the capacity of a transcontinental train? Or to make your business the biggest factor in the industry?

Or *what?*

After you have decided *that*, then you can begin to figure intelligently on the distance to be traveled and the resistance to be overcome; and you can then plan your sales effort and your advertising appropriation, so that your advertising and your other forms of sales energy will develop sufficient velocity to carry you to your objective.

Always remembering that a five or ten per cent margin of safety is seldom overspending, while five or ten per cent *short* of the necessary appropriation *is* overspending.

Reprinted from first issue of *Advertising Fortnightly*, May 9, 1923. In view of the fact that our circulation has more than tripled since then this should be new material for many of our readers.

Cancel "Hot Weather" in 20 States! Rent Sales Cars at 85 Saunders Branches

"—it's the 'ammer, 'ammer, 'ammer on the 'ot sidewalks" that slows up your salesmen these days. More calls made in comfort mean steady sales volume

WITHOUT a dime of capital investment, you can furnish each salesman a new car for aggressive Summer selling. You pay only for the actual miles he drives—the calls and sales made.

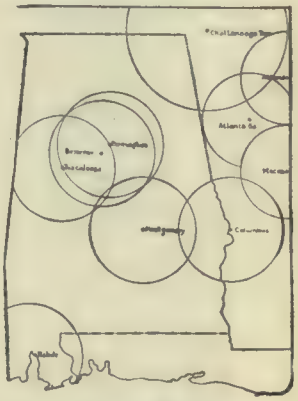
These cars have been placed in the best sales centers of 20 States you now cover. They are all ready to turn over to your men. Please instruct them to accept delivery at once and use Saunders System cars to keep up the daily calls and sales volume during hot weather. Where business has moved out to the country and Summer resorts, your men can run it down with a minimum of time and expense.

Saunders Drive-It-Yourself System rents gear-shift and Ford coupes, sedans and touring cars on a mileage basis. Each salesman drives privately a clean, new, splendid-running car, as if it were his own or company car. Standard insurance protects you against liability, fire, theft, collision and property damage above $15. We can also supply you with detailed reports of his mileage, daily starting and quitting time, expense incurred, and with Traveler's Identification Cards, good at eighty-five Saunders System stations in 20 States.

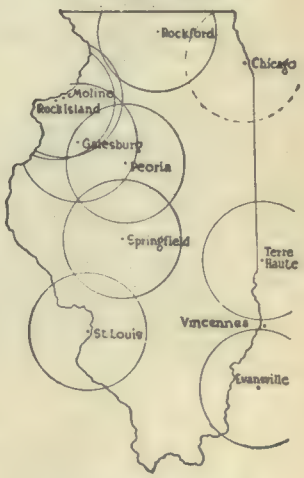
Combined with rail service between major towns, this service nets you the lowest possible traveling expense, and preserves the real advantages of motorized selling. Just direct your salesmen to use Saunders System and write us for the Traveler's Cards.

OHIO*

ALABAMA AND GEORGIA



ILLINOIS, INDIANA AND MISSOURI



TENNESSEE

SAUNDERS DRIVE-IT-YOURSELF CO., Inc.

Executive Offices: 316 Saunders Bldg., Kansas City, Mo.

"TEN YEARS OF PRACTICAL OPERATION"

Eastern Dist.
Baltimore (2)
Richmond, Va.
Washington, D.C. (3)

Alabama
Birmingham (4)
Bessemer
Mobile
Montgomery (2)
Tuscaloosa (2)

Colorado
Colorado Springs
Denver
Pueblo

Georgia
Atlanta (2)
Athens
Columbus

Illinois
Galesburg
Moline
Peoria
Rockford
Rock Island
Springfield

Indiana
Evansville
Indianapolis (2)
Terre Haute
Vincennes

Iowa
Cedar Rapids
Council Bluffs
Davenport
Des Moines
Sioux City

Kentucky
Louisville (3)

Kansas & Missouri
Kansas City (3)
St. Joseph
St. Louis
Topeka
Wichita

Michigan
Detroit

Nebraska
Lincoln
Omaha (3)

Ohio
Akron
Cincinnati (3)
Cleveland (2)
Columbus (3)
Dayton
Norwood
Springfield
Toledo

Oklahoma
Oklahoma City
Tulsa

Tennessee
Chattanooga (2)
Knoxville
Memphis
Nashville (2)

Texas
Dallas
Houston

Wisconsin
Milwaukee (2)
Sheboygan

SAUNDERS
Drive It Yourself
SYSTEM
Wherever You Go! ©

** The circles indicate a 35 mile driving radius*

"Thanx"

IT isn't such a trivial thing when a man pauses in the welter of things he has to do in this crowded age and takes pen in hand to offer a word of friendly approval and encouragement.

A number of industrial advertising men have taken the trouble to write the author of this series of advertisements I am running in "*Advertising & Selling Fortnightly*," commenting favorably on their tone.

For these kindnesses I give my sincere thanks.

I am appreciative and proud of the letters received.

One particularly encourages me. Its writer is a man who has bought "tons and tons" of space for a very large concern whose products are advertised in both the general and the industrial fields.

He surely knows whereof he writes. He wrote:

"I take my pen in hand to write you a letter to tell you how much I have enjoyed reading your ads in '*Advertising & Selling Fortnightly*.' Especially the one headed 'Selection' (July 15, 1925). I really think that you have the broad idea of selling a publication; that is, 'by their fruits ye shall know them,' rather than cold, meaningless figures. I say meaningless because an A. B. C. statement, for instance, may be interpreted in many ways, depending upon the resourcefulness of the salesman. I've met hundreds of them and I know. If buyers of space will read your essays seriously they will learn a lot about buying advertising.

"So pin this posey on your coat and believe me when I say that I am serious."

There is, indeed, a lot of hoakum in the sale of advertising space. This probably because many of the publishers have their sales forces so highly organized and engage such skillful men for the work. A tip I fain would give some publishers would be to engage equally as skillful men in some of the other departments. Then publications would be more effective and less skill would be required to sell space in them and to keep it sold.

A. R. Mayer.

for
INDUSTRIAL POWER
440 So. Dearborn St.
Chicago, Ill.

INDUSTRIAL POWER is well balanced. It does not spend a disproportionate amount of its income in sales expense. As a proof of this we would like to send you our booklet "Who Writes INDUSTRIAL POWER." May we have your permission.

Moral: Be a Flat-Dweller

Of the 114,000,000 men, women and children who constitute the population of the United States, perhaps ten millions live in apartments.

Am I correct—or nearly so—in my belief that nine-tenths of the stories which are published in the nationally-circulated periodicals are written by flat-dwellers?

Right now, undoubtedly, hundreds of men and women in New York apartments are grinding out tales of wild life on the plains or of bloody doings on the Spanish Main. These people, perhaps, have never been west of Buffalo or south of Washington. No matter! They live in a flat! That, apparently, is one of the qualifications for writing fiction.

In 1965

A recent issue of the *Saturday Evening Post* contained 114 full-page advertisements, 37 of which were of automobiles, tires or automobile accessories.

That same issue contained 35 half-page advertisements, two of which were of automobile accessories and 39 quarter-page advertisements, five of them of automobile accessories.

In other words, pretty nearly thirty per cent of the advertising space in this particular issue of the "*S. E. P.*" was used to exploit motor cars and the things that the motor car has made possible.

The inventor of the internal-combustion engine hadn't the ghost of an idea that, some day, men would spend a quarter of a million dollars to advertise in one issue of one publication the children of the child of his brain.

Doubtless, in some bare room, some other inventor is at work at some device or process which will be as revolutionary as Selden's. Doubtless, too, thirty or forty years hence, it will bulk as large in the public eye as the automobile does now.

Too Bad!

A small but very high-class drug store in my neighborhood has closed its doors. A receiver is in charge.

Of the twenty or more drug stores in this part of New York City, it was, I believe, the one which came nearest to conforming to "ethical" standards. It had no cigar-stand, no lunch counter, no soda fountain. It carried no books or stationery, no alarm clocks or candies. It was, as I say, "ethical." And it has gone out of business.

Not in Accord with Fact

I read recently a statement to the general effect that when, after years of effort, a New Yorker gets on a $30,000 a year salary basis, he can live almost as well as the man in a city of 30,000 who is paid $40.00 a week.

It is time this bubble was punctured, for it is not in accord with fact.

Rents in New York *are* high. In many cases, they are outrageously high. And the temptation to spend money is far greater than in other cities. But, with few exceptions, the necessities of life cost less—not more—in New York than in smaller cities.

The New York housewife can buy vegetables, fruits and groceries cheaper than can her sister in Springfield, Ohio. Clothes, too, cost less. And shoes. And hats. And hosiery. And drugs. And street-car fares.

Half a dozen times a year I have an opportunity to compare prices here and elsewhere. I know what I am talking about.

The Market Place

The criticism which Europeans oftenest make of this country is that we have carried standardization to absurd extremes. "Americans dress alike," they say. "They look alike. They think alike."

There is a lot of truth in these statements.

The explanation, it seems to me, is that to an extent far greater than its population and importance justify, one city—New York—influences the rest of the United States.

Less than 6 per cent of the population of the United States live in New York; but, I'll venture to say, more than 60 per cent of the ideas which influence American men and women are born here—or if not that, are sent forth from here.

The inventor of cross-word puzzles lives, we'll say, in Dover, Del. But does he try to market cross-word puzzles from his home town? No! He comes to New York. The creator of a new fashion or device does likewise.

The "distributive" facilities are here.

JAMOC.

If Every Agency Man knew what every hardware man knows, Hardware Age would be on every hardware list.

The Human Side *of a* Great Business Publication

Back of every great enterprise is a human element contributed by those men whose experiences and personalities are reflected in that enterprise.

This is the element that molds opinion, creates good will and makes or mars its success.

Charles P. Catlin, Contributing Editor
(Practical Merchandising)

ENTHUSIASM and ability, backed by unlimited energy are the outstanding characteristics of Chas. P. Catlin, nationally known merchandiser, advertiser, and salesman, whose rare power to instil these attributes in others has drawn him into the HARDWARE AGE Editorial family.

Thirty-two years of hardware merchandising experience are packed into his straight-from-the-shoulder messages on "Turning Dull Days Into Profits." These articles are full of practical, sales stimulating pointers, high in cash register value.

Catlin's experiences range from inside man, road salesman, departmental manager and buyer in a national hardware jobbing house, to sales promotion manager and merchandiser for widely known manufacturers.

As a salesman, he personally installed hundreds of display windows, planned hundreds of special sales and suggested constructive selling methods to thousands of men behind retail hardware counters. As sales promotion manager he is responsible for many sales-producing ideas used by hardware jobbers, salesmen and merchants throughout the country.

He knows the problems of the retailer, the jobber, the salesman, the manufacturer, and he shares that knowledge with his readers.

Charley Catlin's articles inspiringly point the way to greater profits through clean-cut efficient merchandising methods. His contributions hold an important place in the thorough, practical business-building service HARDWARE AGE brings to its readers each week.

"The Most Influential Hardware Paper"

Hardware Age

A.B.C. A.B.P.

UNITED PUBLISHERS CORPORATION UPC HARDWARE DIVISION

239 West 39th Street New York City

For accurate, full information about poster art, there is only one authoritative publication in two continents

The POSTER

307 S. Green St., Chicago

Sample copy 30¢

Three Dollars Yearly

Advertising Typographers

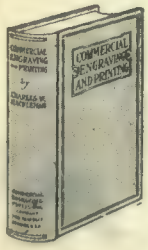
THE PITTSFORD plant serves primarily as a quality typographic shop for particular advertisers. We set type and artistically group illustration, type and decoration—and deliver the whole as a single unit—the completed advertisement.

Ben C. Pittsford Company
431 South Dearborn St.
Phone Harrison 7131

The Complete Book on

Engraving and Printing

(Second Printing)



This is a veritable encyclopedia setting forth in usable form the essentials of all methods and processes. Hundreds of examples, suggestions and reference features. Tells how to choose kind of art, process of reproduction, plates, paper, color, etc. A mine of information for the advertising man, artist, printer, engraver, lithographer, paperman, photographer, salesman or student who wishes to get ahead. 840 Pages—Over 1500 Illustrations—35 Related Subjects.

Sent on approval—no advance payment. Write for FREE prospectus showing sample pages, etc.

COMMERCIAL ENGRAVING PUB. COMPANY
Dept. SV Indianapolis, Ind.

Getting the Salesmen to Use Them

[CONTINUED FROM PAGE 18]

ual. He knows how salesmen are tempted to leave such a manual at home. So he writes teaser letters periodically to the trade. He tells them to be sure and ask his salesman next time to show them what's on page 14 of the jobber's book. The salesman knows when the letters go and what they say. So he feels that he cannot afford to leave the manual at home.

Another general principle in getting the manual used is involved in the fact that the salesman is constantly being bombarded by buyer's objections and being turned down by hard-boiled prospective customers. It's a great life if you don't weaken. The salesman's lot—like that of the well-known Gilbert & Sullivan constable—is not a happy one, *happy one!* Away from the successful home-office atmosphere he is particularly subject to discouragement. So, again, the sales manual that gets used most is the one to which the salesman can turn on Blue Monday and in it find the good strong selling points that resell him all over again on the value of his line, the integrity of his house, and the fact that he is a damned lucky fellow to have such a good proposition. Sometimes, even a bit of inspirational talk won't go amiss, though good hard facts seem to suit the average salesman best.

SINCE the sales manual is often primarily for the training of men there is at times a danger of producing it so that it is extremely interesting and useful to the new men on the sales force but tame and "old stuff" to the older men. For this reason, the manuscript should be criticised with this question in mind, "Will this manual be really helpful to our most experienced salesmen as well as to our new recruits?"

The last suggestion that I have to offer in connection with getting the sales manual used is this: In hard service manuals are sure to become soiled. After a time pages may be torn or missing. For this reason some executives periodically call in all copies for inspection. Damaged or lost pages are replaced. Or an entire new copy may be supplied. The good salesman doesn't like to use or exhibit a soiled or dog-eared manual. Neither is the dealer favorably impressed by it. If you are smart enough, or lucky enough to produce a sales manual which is really used by both your salesmen and the trade, it pays to keep all copies in fresh and inviting condition.

[This is the third and last of a series articles by Mr. Morgan. The first of the series appeared in the FORTNIGHTLY, of June 17.]

The Clark Collard Company

Chicago, will direct advertising for the Jiffy Sales Company, same city.

Sweater News and Knitted Outerwear
May, 1925

The Underwear & Hosiery Review
Vol. 8, No. 5
May, 1925

Tie-up

Your Consumer Campaign with Trade Publicity

for Sample Copies address:

KNIT GOODS PUBLISHING CORP.
93 Worth Street New York City

facts!

The advantages of your institution, your product, or your service depend on known facts. It is by conveying these facts through well worded text and compelling illustration that sales result through advertising.

I spend much time and effort in expressing facts convincingly in my illustrations.

Fred'k Lowenheim
Illustrator
226 WEST 47th ST.
NEW YORK CITY

CHICKERING 8880

KEEP YOUR COPIES!

At the conclusion of each volume an index will be published and mailed to you.

HOTEL EMPIRE

New York's newest and most beautifully furnished hotel—accomodating 1034 guests

Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET $2.50

ROOM WITH PRIVATE BATH $3.50

ALL OUTSIDE ROOMS

Another Pathéscope Business Film is described here

SCENIC

ANIMATED DIAGRAM

"Good Teeth—Good Health"

A Pathéscope Production,
is an integral part of the educational work of

Colgate and Company

FOUR years ago we produced for Colgate & Company a film under this title, which is still going strong, with a constantly increasing demand—striking testimony to the effectiveness and economy of Business Films, when properly made and intelligently used.

Still stronger PROOF of its success with films and its satisfaction with Pathéscope methods is this client's recent order for

ANOTHER COMPLETE MOTION PICTURE

CARTOON COMEDY

Some of the other clients we have served

ENGINEERING AND MECHANICAL

Alpha Portland Cement Company
American Brass Company
A. M. Byers Company
General Electric Company
Hercules Powder Co.
Linde Air Products Company
Lock Joint Pipe Company
Mosler Safe Company
National Slate Association
National Tube Co.
Okonite Company
Otis Elevator Company
Plymouth Cordage Company
Reading Iron Company
Robins Conveying Belt Company
John A. Roebling Company
Chas. A. Schieren Company
Tide Water Oil Sales Corporation
U. S. Cast Iron Pipe & Fdry. Co.
Westinghouse Lamp Company

FOOD PRODUCTS

Franklin Baker Company (Coconut)
E. F. Drew & Company (Spredit)
Frontenac Breweries Ltd., Canada
Hills Bros. (Dromedary Dates)
C. F. Mueller Company (Macaroni)
Comet Rice Company

TEXTILES

Bigelow-Hartford Carpet Company
Boston Woven Hose & Rubber Co.
The Standard Textile Products Co.
U. S. Finishing Company

SERVICE

American Gas & Electric Company
Atlantic City Electric Company
Commercial Cable Company
International Mercantile Marine
Ohio Power Company
Postal Telegraph Company
Radio Corporation of America
United Light & Power Company
Chattanooga Gas Company

MISCELLANEOUS

Brooklyn Commercial Body Co.
Foamite-Childs Corporation
Kirkman & Sons
McGraw-Hill Company
Owen Bottle Company
Charity, College and Community

We invite an opportunity to show, either at your office or the Pathéscope Salon, what we have done for others in your industry, and what we can do for you.

INDUSTRIAL FILM DIVISION

THE PATHÉSCOPE CO. OF AMERICA, Inc.

Suite 1829, Aeolian Building . 35 West 42nd Street, New York

MEMBER ASSOC. MFRS. SAFETY STANDARD FILMS & PROJECTORS

The
Book-Cadillac
DETROIT'S FINEST HOTEL

Modern Aids to Business

To the man or woman visiting Detroit on business, the Book-Cadillac offers unexcelled facilities for economy of time and effort.
Restaurant equipment is unusually complete, ranging from the attractive Coffee Shop, with cafeteria service, to the cosmopolitan Venetian Dining Room, Blue Room and English Grill.
For effective display of merchandise, thirty-eight large sample rooms are available. Each is an outside room and is equipped with door bed and dressing room.

1200 Outside Rooms with Bath

Rates $4 and up

475 Rooms at $4 and $5 Sample Rooms $5 and $8

Special $1.25 Luncheon and $2.00 Dinner served in English Grill and Blue Room. Club Breakfast, 85c and $1. Eighteen shops and broker's office in building; Barber Shop and Beauty Parlor operated by Terminal Barber Shops; Private Conference Rooms.

THE BOOK-CADILLAC HOTEL COMPANY, DETROIT
ROY CARRUTHERS, *President*
WASHINGTON BOULEVARD AT MICHIGAN AVENUE

House Organs

We are the producers of some of the oldest and most successful house organs in the country. Write for copy of THE WILLIAM FEATHER MAGAZINE.

The William Feather Company
605 Caxton Building :: Cleveland, Ohio

CATCH THE EYE!

Liven your house organs, bulletins, folders, cards, etc., with eye-gripping cuts—get artwork at cost of plates alone. Send 10c *today* for *Selling Aid* plans for increasing sales, with Proof Portfolio of advertising cuts.

Selling Aid, 808 S. Wabash Ave., Chicago

TESTIMONIALS

Orders, checks, maps, reports, blueprints, etc. PHOTOSTAT prints are convincing photographic facsimiles—produced without plates.

Send for Samples.
Best prices—Quickest service.

Commerce Photo Print Corporation
80 Maiden Lane New York City

Copy That Illustrates Pictures

[CONTINUED FROM PAGE 36]

a great deal in a limited space, which should have great pulling power on this side of the ocean as well as on the proverbially tight little isle.

Advertising is, after all, largely a science of ideas. We Americans, in our pursuit of the original and novel, turn to famous writers for scintillating copy; we go in for elaborate, eye-compelling layouts, and in doing so we sometimes lose sight of the thing to be advertised. Not so Barclay's Lager. The thirst predominates throughout. Even we, thousands of miles away, find our sneaking envy of Captain Coe and Mr. Heath Robinson's ostrich-trousered cannibals rather overshadowing our sympathy for the reverend gentleman who is doing a Nurmi in the general direction of the great open spaces.

Lesan-Carr Advertising Agency

St. Petersburg, Florida, will direct advertising for the Grower's Sales Company, a new marketing organization for Florida citrus fruits.

Edgar Hein

Formerly with the advertising service bureau of the Chilton Class Journal Company, has joined the production department of Myers-Beeson-Golden, Inc., New York advertising agency.

Kuhlman Electric Company

Bay City Mich., has appointed the Stevens Sales Company of Salt Lake City, Utah, as district representatives for Utah and adjacent territory to handle Kuhlman power, distribution and street lighting transformers.

Herbert C. Lyon

Formerly advertising manager of the *International Confectioner* and on the staffs of Frank Seaman, Inc., O. J. Gude and Poster Advertising Company, has joined the staff of James F. Newcomb & Company, Inc., of New York, direct advertising.

Cornish Advertising Agency

Tampa, Florida, will direct advertising for the Diamond Sand Company, Diamond, Florida.

The Clark Collard Company

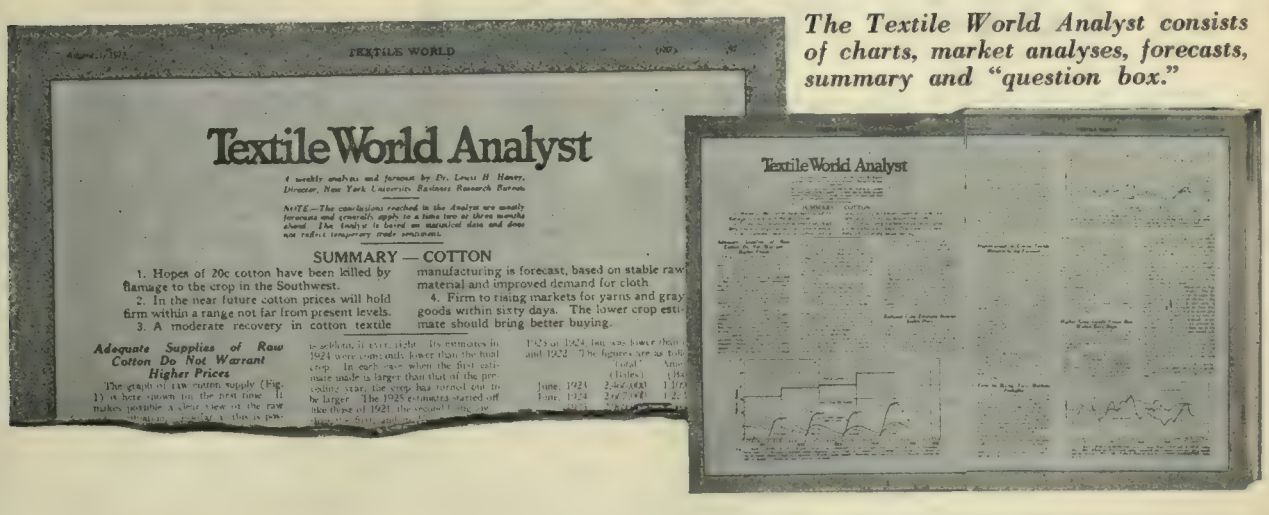
Chicago, will act as advertising counsel for the Ravenswood Novelty Company, same city, manufacturers of candy flower novelties, etc.

Milton D. Straus

Has been appointed assistant to the president of the Gray Manufacturing Company of Detroit, formerly the Gray Motor Corporation.

Hicks Advertising Agency

New York, will direct advertising for the Taximotors Service Corporation, Inc., same city.



The Textile World Analyst consists of charts, market analyses, forecasts, summary and "question box."

Forecasting the Future for Textile Manufacturers

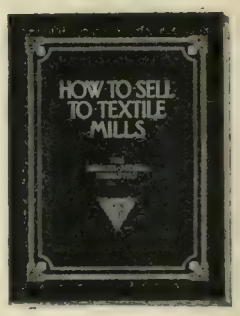
As a result of modern advancements in the art of statistical analysis, business executives are no longer so much interested in *what has been* as they are in *what will be.* Market *reporting* is being superseded by market *forecasting.*

And now Textile World, leading the procession as always, has created what is proving to be the most scientific method yet devised for forecasting the future supply, demand and prices of cotton, wool, silk and their products.

The inauguration of the *Textile World Analyst* as a regular weekly feature of Textile World marks an epoch in industrial publishing.

This new department is under the direction of Dr. Lewis Haney, Director of New York University Business Research Bureau.

The spontaneous reader interest created by the *Analyst* is an extra dividend to Textile World's advertisers.



A copy of this survey will be sent on request to any manufacturer or agent offering an industrial product or service.

Textile World

Largest net paid circulation in the textile field

Audit Bureau of Circulations
Associated Business Papers, Inc.

334 Fourth Avenue, New York

NATIONAL ADVERTISERS ASSOCIATION
For Better Technical Advertising
NIAA
Convention
Hotel Chalfonte
Atlantic City
Oct. 19-20-21
INDUSTRIAL

It takes real experience to get results like these:

From a Business Paper Publisher:

"The job is a splendid one, and we have received and will continue to receive material benefits. The fact that nearly 75% of your recommendations have been effected is about the finest recommendation of the real service you have rendered which could be given."

From a General Sales Manager:

"The writer has used this survey to very great advantage. In fact the data that I have been able to put into letter form which I would not have had were it not for this survey, is largely responsible for the very large business we are doing in Philadelphia and many other large cities throughout the country."

From a Prominent National Advertiser:

"Just one fact alone was worth in after results many times what the whole survey cost us. It enabled us to cut out a lot of lost motion on the part of our salesmen and on the part of jobbers' salesmen."

From a Magazine Publisher:

"The survey Eastman made for us was largely responsible for the largest advertising revenue we ever had."

Eastman Service embraces:

1. Situation Study and Report. An organized review of the client's sales organization, selling costs, sales policies, sales management, plans, methods and problems.

Such a study may be made independently, or as a preliminary to a market survey—it is a necessary preliminary if recommendations are required.

Cost to the usual business is approximately $1,000 plus traveling expense.

2. Market Survey. An Eastman Report on your market is as complete and authentic as the audit of a certified public accountant. It substitutes facts for guesswork as the basis for your sales and advertising plans.

The size of the job, and consequent cost, vary with the requirements.

3. Sales Service. On occasion, we take over the entire responsibility—or serve as an auxiliary to the sales department—in carrying out the selling plans developed from the survey.

This service is generally rendered on a monthly fee, plus costs.

We are not an advertising agency, and do not render advertising service.

Consultation at our offices without charge. At clients' or prospective clients' offices, where travel is involved, there is a moderate charge for time and expense.

R. O. EASTMAN, *Incorporated*
Cleveland

New York Office: 17 West Forty-second Street, Penna. 6621

When Should You Use Color?

[CONTINUED FROM PAGE 23]

that the same principles of color merchandising apply. In this connection it must be borne in mind that when you are addressing a highly specialized list of buyers of some particular class of goods, you generally have a larger margin of safety and can sometimes employ color where a house with a general line would not be able to obtain quite the sales commensurate with the increased costs.

A good example of the way color can increase the selling value of certain merchandise is that of the page of shoes illustrated in this article. On a good average season a page of this type can be depended upon to produce $300,000 to $500,000 sales. In Montgomery Ward's catalog one season the best fashion page was in colors and sold $238,000 worth of coats. The highest sale from a black and white page that year in fashions was $82,000.

This is the rosy side of the picture.

UNFORTUNATELY color pages do not always pay. In the same Montgomery Ward catalog, for example, was one color page in fashions that only produced $66,000 of business and a second which brought but $43,000. This was chiefly due to a poor selection of styles for those pages that season.

Because your investment when using color is so great, you must give special attention to the merchandising of these pages. The items you feature must be selected with a view to having the widest appeal to your market. They must be within the most popular price ranges and at the same time they must be articles that can be displayed to the greatest advantage in colors.

In cataloging such items on a color page you will often find that your descriptions take up a considerable portion of your space, often to the extent of a full third. Many mail order firms get around this apparent waste of color space by crowding the page with illustrations and putting the descriptions on the cheaper black and white page facing. This makes it somewhat more difficult for your customers to order (a violation of a mail order principle) but in the end it is safer to merchandise a color page in this manner.

In laying out a color page this way care must be taken to make each item stand out from the rest. One method is to employ contrasting colors for the items close to each other.

Besides the use of three or four-color printing, there are cases where you can employ two colors to advantage. Not all items require as many as four colors.

Red is often employed as a second color in mail order and direct mail literature to give it the form of an unusual announcement such as a sale. Used in this manner full advantage must be taken of the second color in

Come to Chicago
A. B. C. Week

The
Twelfth Convention
of the
·A·B·C·
(AUDIT BUREAU OF CIRCULATIONS)
will be held at the
Hotel LaSalle
Chicago
October 15th & 16th
NINETEEN · TWENTY · FIVE

The DINNER
NIGHT OF OCTOBER 16th
will be at the
Hotel LaSalle
Make your reservations early

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order to justify the increased expense.

The use of color gives you another advantage entirely apart from the immediate sales, and that is to add prestige and to dress up your catalog or literature. Your color pages enhance the general worth of your ordinary black and white pages. While color is a great help in selling merchandise, almost any experienced mail order man can cite cases where one item in black and white outsold a similar article reproduced in colors. In other words, color is not always the chief sales factor. It is a powerful help, but other features such as style, quality or price should not be lost sight of.

There is hardly a manufacturer or wholesaler today who does not use advertising literature of some sort. Some of it is designed to bring in leads for salesmen to close or for dealers to take care of. Other literature is prepared for the purpose of producing mail orders from the dealer.

The manufacturer or wholesaler usually has a wider margin of costs to play with. It is much easier to influence sales through the regular channels of trade than to create orders by mail. However, the experience of the mail order houses cited before will serve as a good guide, for all selling is based on the same fundamentals of human psychology.

J. Douglas Gessford

Formerly general manager of the weekly and daily newspapers of O'Flaherty's suburban list, and Eastern manager of *Charm*, has joined the organization of Joseph E. Hanson Co., Inc., Newark, N. J., advertising agency, in the capacity of account executive.

Concrete Publishing Company

Has been formed in Chicago for the purpose of publishing *Concrete* and *Building Materials*. E. E. Haight, for the past eighteen years connected with The Class Journal Company, is president of the new organization. Fred D. Porter, treasurer, and John C. Langtry, secretary, are president and vice-president respectively of Porter-Bede-Langtry Company, publishers of the *National Real Estate Journal*. *Concrete* and *Building Materials* were purchased by the new company from R. Marshall of Cleveland. The August issues of both publications will be issued from the Chicago office.

The Talbot Publications

Des Moines, Iowa, publishers of *The Iowa Farmer* and *Corn Belt Farmer*, announce the appointment of the following representatives for these two publications: New York representative, J. Irland Wood; Kansas City, Messrs. Davies & Dillon; Los Angeles and San Francisco, H. H. Conger Company.

Edwin Verrall

For several years with the advertising service of the McGraw-Hill Company and who has more recently been conducting an advertising service of his own in Chicago, has joined the staff of Russell T. Gray, advertising engineers, same city, where he will specialize in electrical accounts.

Chicago Advertising Men Hold Golf Tournament

THE Advertising Council of The Chicago Association of Commerce held its first annual golf tournament on Thursday, July 23, at the Evergreen Golf Club. Seventeen prizes were offered by various members of the Council and the entries were divided into five classes, thus giving every one the opportunity of winning a prize. More than one hundred members entered the competition, which was for eighteen holes.

The prize for the lowest net score was a beautiful sixteen-inch cup offered by the Advertising Typographers of Chicago. This cup must be won three years in succession in order to be retained as a permanent prize. This year's winner was William M. Parkes, with a score of 71. R. C. Wilson, with a low gross score of 76, won a handsome golf bag, presented by the Kuhl & Bent Company.

Other winners of various prizes in the different classes were: F. Guy Davis, C. H. Jones, K. G. McKiernan, Homer J. Buckley, P. S. Van Auken, C. Dockstader, S. R. Tiedman, E. Dahn, F. Heuchling, W. D. McJunkin, Joseph M. Krause, A. L. Weber and Ben C. Pittsford. Guest prizes were won by J. Clark Collard, C. W. Doheny, W. B. Egan and J. Williams.

Dinner was served at 7:30 in the Beverly Gardens. Music was furnished by a special orchestra and the members of the Chicago Association of Commerce Glee Club.

"Automotive Daily News"

New York, announces the appointment of Don Wallace Robinson, formerly advertising manager of the Chevrolet Motor Company and later of the Samson Tractor Company, both divisions of General Motors Corporation, as managing editor. Walter Boynton, for the past three years head of the publicity bureau of General Motors Corporation, has been placed in charge of the editorial bureau of the *Automotive Daily News* in Detroit.

The Robert E. Ramsay Organization

Is the name of a new service organization which has been formed in New York by Robert E. Ramsay who until recently was vice-president of James F. Newcomb & Company. The new organization will handle sales promotion work. Offices are located in the Berkeley Building, 19 West 44th Street.

Bauerlein, Incorporated

New Orleans, will direct the united advertising of the Fruit Dispatch Company, Standard Fruit and Steamship Company, and Cuyamel Fruit Company in an extensive campaign to promote the popularity of the banana as a food.

Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Business Opportunities

An unusual mail order opportunity reaching 40,000 of the best consumer buyers in the United States. The entire cost is only 1c. a name including postage direct to the consumer. John H. Smith Publishing Corporation, 154 Nassau St., New York City.

FOR SALE

Stock on hand and Copyrights of Mail Order Publishing Business, of extreme interest to Retail Merchants, especially those who have businesses in smaller Communities. Also Film Rights of these Publications, which have unlimited possibilities for rental of Films to Chambers of Commerce, Rotary and Kiwanis Clubs and other Business Men's Organizations to campaign for "BUYING AT HOME" and keeping business in their towns. Can be sold separately or together. This proposition has great Economic value, and will bring tremendous returns upon the investment. Legitimate reason for selling. Address—C. M. Lansing, Room 759, McCormick Bldg., Chicago, Ills.

ESTABLISHED TRADE PUBLICATION, doing business of over $45,000, now available; in big field, price $35,000, $10,000; balance, terms. HARRIS-DIBBLE COMPANY, 345 Madison Avenue, New York City.

Branch Office Service

NEW YORK MAIL ADDRESS $2.00 MONTHLY

Other services $3.00 up. Office services. Telephone messages taken $5.00. Write for circular. Room 501, 32 Union Square, Telephone Stuyvesant 8300.

Miscellaneous

AGENTS' names neatly typewritten from our one day old inquiry letters. Price right.
K. WORLD
166 W. Washington, Chicago

Position Wanted

COPY WRITER

University Graduate; 5 years' agency experience; know art and can buy; understand production, altho primarily a copywriter. Age 25; Christian; single; references. Box 293, Adv. and Selling Fort., 9 East 38th St., New York City.

ADVERTISING MAN—PERSONAL SERVICE

Forceful writer; 10 years' successful experience; know space, art work, engineering, printing; part time basis. Box No. 285, Adv. and Selling Fort., 9 East 38th St., New York City.

Position Wanted

We know a good man for a concern that wants its advertising geared up. Personally—He's 35, married, owns his own home, Christian, keen, likable. In business—For years he's been advertising manager of a large corporation who sold nationally and advertised the same way. The corporation is fading from the picture, due to a revolution in the industry, but the experience gained by this man is available and valuable. Mr. L. will let you make your own terms for the first 90 days. Let us put you in touch with him. Address Box No. 284, Adv. and Selling Fort., 9 East 38th St., New York City.

Correspondent—Assistant Sales Manager desires change after Sept. 1. Knowledge of advertising and printing, excellent references, unlimited ambition. Age 26, married, present salary $55. Box 295, care of Adv. and Selling Fort., 9 East 38th St., New York City.

Help Wanted

Solicitors for advertising in publishing field for New York City, Boston, Philadelphia and other cities. New trade paper with rapidly growing circulation. Good opening for men who know field in their cities. Book Dealers' Weekly, 730 Fifth Ave., New York. Frederick Moore, Pub.

PRINTING SALESMAN—Old established concern, having one of the best equipped plants in State for the manufacturing of loose leaf, blankbooks and commercial forms, has an opening for real salesman now earning $5,000 per year; drawing account against commission. Box 294, Adv. and Selling Fort., 9 East 38th St., New York City.

Service

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
14 West 40th St., New York City.
Telephone Penn. 3566.

LET ME WRITE YOUR LETTER!—IT WILL PAY YOU BETTER!

I write letters that produce profits, business, orders, remittances, collections, positions!—Reasonable. Write—HENRY BAUMANN, 1936 Grove St., Brooklyn, N. Y.

"GIBBONS knows CANADA"
J. J. Gibbons Limited, Advertising Agents
TORONTO MONTREAL WINNIPEG

"To rise above mediocrity — requires enthusiasm and a determination not to be satisfied with anything short of one's ideals."

Drawn by Harold Nelson for Dewar's

THE product of our plant is the best that our years of experience, the finest of modern equipment, and the skill of our engraver-craftsmen can produce. Quantity production is not demanded here. Quality is. This policy, consistently maintained, has brought us a wide and enthusiastic clientele in the advertising field. We are sure that you, too, will be pleased with our service once you try it. Let us prove our ability.

The EMPIRE STATE ENGRAVING COMPANY
165-167 William Street. New York

TIME moves to CLEVELAND

WHY? Because TIME is committed to the news of the week—a national newspaper in magazine form, to be read the same week it is written. This was barely possible from New York as long as the circulation remained small—but now, with TIME's circulation soon to cross the 100,000 mark, it becomes impossible from the Atlantic coast.

From Cleveland, however, it can be done! Cleveland offers the distribution facilities that will enable TIME to reach Chicago, Boston, St. Louis, New York and Washington overnight.

Thus TIME will continue to go to press Tuesday morning and to be read the Friday, Saturday and Sunday immediately following. It is but pardonable pride to point out that this is a feat without parallel in modern publishing.

Although our advertising headquarters will remain in New York, your cooperation in sending copy and cuts for the August 31st and subsequent issues direct to TIME "Advertising," Penton Building, Cleveland, Ohio, will be greatly appreciated.

Robert L. Johnson, Advertising Manager
TIME, 236 East 39th St., New York, N. Y.

REPRESENTATIVES

Western
POWERS AND STONE,
38 South Dearborn Street,
Chicago, Ill.

New England
SWEENEY & PRICE,
127 Federal Street,
Boston, Mass.

Southern
F. J. DUSOSSOIT,
1502 Land Title Building,
Philadelphia, Pa.

TIME

The Weekly News-Magazine

Public Library,
Kansas City, Mo.

Accounting Systems
Adding Machines
Addressing Machines
Advertising
(Space, signs, etc.)
Advertising Service
Air Compressors
Audits
Auto Accessories
Auto Parts
Auto Repair Equipment
Automobiles

Banking Services
Barrels
Belting
Boilers
Bookkeeping Machines
Bookkeeping Supplies
Bottles
Brick and Clay Products
Brooms—Brushes
Building Materials
Buildings

Cable
Cafeterias
Calendars
Call Systems
Camp Supplies
Canned Goods
Cans
Car Repair Tools
Carbon Paper
Cartons
Cash Registers
Casing (pipe)
Castings
Cement
Chain
Check Protectors
Chemicals
Commercial Art
Compressors
Conduit
Cooling Systems
Cranes
Crates

Dictating Machines
Display Racks
Ditching Machines
Draughting Room Supplies
Drill Presses
Drilling Tools
Drinking Fountains
Dwellings

Electrical Material
Electric Motors
Engineering Equipment
Engineering Services
Explosives
Export Services

Fans
Faucets
Fences
Filing Equipment
Filters
Financing
Fire Alarm Systems
Fire Brick
Fire Engines
Fire Extinguishers
Fire Prevention Devices
First Aid Equipment
Floodlights
Flooring
Food Stuffs
Forges
Forgings
Furniture

Gas Engines
Gaskets
Gasoline Engines
Gauges
General Mdse. (for Company stores)
Generators
Grease Guns
Groceries

Hardware, Building
Heaters
Hoists
Hose, Metal, Rubber
Hospitals, Emergency
Hotel Service
House Organs
Houses

Ink
Insulation
Insurance
Intercommunicating Telephones
Inventory Records

Janitor Supplies
Joints (pipe)

Kitchen Equipment
Kitchenware

Labels
Laboratory Equipment
Lampguards
Lamps
Lathes
Lead, Sheet

220 out of 20,000

TWENTY thousand separate items is the estimate made by one oil company of the classification of its purchasing department warehouse stocks. And there are still other items bought that are not warehoused.

Down the sides of this page are listed 220 representative commodities and services purchased in quantity by the Oil Industry. Is *yours* there?

If so, don't under-estimate the Oil Industry's consumption of it. Let us give you an accurate and detailed report of this specialized and self-contained market.

Simply report your interest at any one of our service offices.

NATIONAL PETROLEUM NEWS
812 HURON ROAD CLEVELAND

District Offices:

TULSA, OKLAHOMA . . . 608 Bank of Commerce Building
CHICAGO . . . . . 360 North Michigan Avenue
NEW YORK . . . . . 342 Madison Avenue
HOUSTON, TEXAS . . . . . 608 West Building

Ledgers
Litharge
Lithography
Lockers
Locomotives
Lubricators
Lumber

Machine Tools
Machinery
Mailing Lists
Maps
Marine Insurance
Marine Supplies
Meats
Medical Supplies
Metal Doors
Meters
Mill Supplies
Motor Trucks

Novelties, Advertising

Office Forms
Office Supplies
Oil Burners
Oil Engines
Overalls

Packages
Packing
Paint
Paper
Partitions
Paving
Pipe
Pipe Fittings
Pipe Tools
Playground Equipment
Plumbing and Heating
Portable Tools
Pneumatic Tools
Posters
Power Plants
Pressure Regulators
Printing
Pumps (many types)

Radial Drills
Radio
Railroad Tickets
Real Estate
Recording Devices
Refractories
Refrigerating Mchry.
Research
Resistance Grids
Restaurant Equipment
Riveters
Road Making Machry.
Roofing
Rope
Rubbish Cans

Safes
Safety Apparatus
Safety Switches
Sales Books
Sample Kits
Sash
Scales
Sheet Metal
Shelving
Ship Chandlery
Ships
Signs
Sprinkler Systems
Stationery
Steam Engines
Steam Specialties
Steel, Fabricated
Steel Buildings
Stencils
Stills
Street Lighting Fixtures
Structural Iron
Sulphuric Acid
Surety Bonds
Switchboards

Tableware
Tank Cars
Tank Wagons
Tanks
Tents
Threading Tools
Tile
Time Clocks
Tires
Toilets
Tools
Tractors
Trailers
Transformers
Typewriter Ribbons
Typewriters

Valves
Vaults
Ventilating Equipment
Ventilators

Wall Board
Watchmen's Systems
Water Purifiers
Welding Apparatus
Welfare Equipment
Wire
Wire Glass
Wood Preservatives
Wrenches

NATIONAL PETROLEUM NEWS

MEMBER A. B. C. *MEMBER A. B. P.*

Public Library,

Library,
Kansas City, Mo.

Advertising & Selling

FORTNIGHTLY

Courtesy New York Central Lines

AUGUST 26, 1925 15 CENTS A COPY

In this issue:

"How the Motor Bus Has Affected Transportation Problems" By R. B. Lockwood; "Shoot Straight With Your Men" By B. J. Williams; "America Has Swallowed a Slogan With Blind Faith" By Charles Edison; "Copy Policies That Fix the Firm's Identity" By Caroline Overman

Into the Store— and Out!

(*Attention Space Buyer and Sales Manager*)

One-time distribution does not pay—often it means a hostile dealer with his shelves full of stickers.

Continuous distribution—"repeat orders"—is assured in Chicago to legitimate products advertised in The Chicago Daily News. Experienced dealers know this and cheerfully co-operate with manufacturers and jobbers who advertise in The Daily News. The Merchandising Service of The Daily News is effective in obtaining this cordial co-operation.

The Merchandising Service of The Daily News helps get your goods into the store, and Daily News advertising sells them for the dealer.

With 400,000 daily average circulation—approximately 1,200,000 daily readers—The Daily News reaches the great majority of Chicago buyers, and it is the outstanding buyer's directory and guide of most Chicago households. This fact is proved by its continued leadership among Chicago daily papers in the volume of display advertising printed.

In the first seven months of 1925 The Chicago Daily News printed 8,937,325 agate lines of display advertising, exceeding the daily paper having the next high record by 1,748,086 lines.

To get your goods into Chicago stores—and out, follow the lead of successful experience and advertise more —and most—in

THE CHICAGO DAILY NEWS

First in Chicago

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume 5. No. 9. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.

"Coordinating Advertising with Sales"

Address delivered before the 1925 Convention of Associated Advertising Clubs of the World

By

ARTHUR W. SULLIVAN

Vice-President

Joseph Richards Company, Inc., New York

MR. Sullivan's address is notable for the ideal of advertising agency service which it establishes and develops. And this ideal, as presented in his address, represents the policy of the Joseph Richards Company, Inc., in its relationship to its clients; a policy which is helping to build sound, profitable sales and advertising programs. In response to numerous requests for reprints of Mr. Sullivan's address, we have published it in booklet form. Any interested business executive may obtain a copy by writing us.

JOSEPH RICHARDS COMPANY, INC.

251 PARK AVENUE · NEW YORK

An advertising agency established 1874

Member American Association of Advertising Agencies

"FACTS FIRST — THEN ADVERTISING"

THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK

If you want to know about our work, watch the advertising of the following:

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
TAVANNES WATCHES
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
WELLSWORTH OPTICAL PRODUCTS
TARVIA
DUZ
WALLACE SILVER
HAVOLINE OIL
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEWITT WORK-LIGHT
SILVER KING GINGER ALE
BONDED FLOORS
TAO TEA BALLS
NEW-SKIN

What we've done for others we can do for you.

Member of the American Association of Advertising Agencies
Member of the Audit Bureau of Circulations
Member of the National Outdoor Advertising Bureau

Page 5—The News Digest

Charles C. Green Advertising Agency, Inc.

Philadelphia office, will direct advertising for the Telegraph Press, Harrisburg, Pa., manufacturers of printed personal stationery.

Distribution and Warehousing Publications, Inc.

Has been incorporated at Albany, N. Y., and has taken over from the Chilton Class Journal Company the publication of *Distribution and Warehousing*, national business journal of the storage industry. Officers of the new organization are: President and general manager, Andrew K. Murray; vice-president, Kent B. Stiles; secretary, J. K. Lasser; treasurer, E. P. Beebe; assistant treasurer, H. S. Webster, Jr. Directors: Charles G. Phillips, Fritz J. Frank, H. J. Redfield, Andrew K. Murray and Kent B. Stiles.

Lyddon & Hanford

Rochester, N. Y., will direct advertising for W. S. Rice, Inc., Adams, N. Y., manufacturers of surgical specialties.

Millis Advertising Company

Indianapolis, will direct advertising for the National Jewelers' Publicity Association, Newark, N. J., in a four-year national publicity drive with the object of stimulating the retail jewelry business. The company plans to establish shortly a New York office to handle its eastern interests.

William J. Benn

Western manager of the *Textile World*, announces his retirement on September first. M. C. MacKenzie, who has been associated with Mr. Benn for six years, will succeed to the Middle West territory, and H. G. Seed, who has been located in Cleveland working under the Western office, will take over the Ohio, Western Pennsylvania and Buffalo territories.

Thomas E. Maythan

Has been made advertising manager of the Upson Company, Lockport, N. Y., manufacturers of wall board, fiber tile and other wall and ceiling products.

J. Langdon Taylor

Until recently with James F. Newcomb & Company, Inc., New York, has joined the Robert E. Ramsay Organization, same city, as associate in charge of business contacts and production.

Dorrance, Sullivan & Company

New York, will direct advertising for the Knox Motor Associates, Springfield, Mass., to handle the account of the new Knox Spray Meter equipment for heating houses with fuel oil.

The Thumbnail Business Review

By Floyd W. Parsons

THE general business movement has continued upward with railway car loadings at record levels for this time of year. The steady increase in railroad earnings indicates clearly that industrial activity is expanding. The fact that the nation's imports overtook exports in June shows that foreign competition in manufacturing lines is becoming a factor of importance. The weakening of oil prices and the drastic cuts in the prices of passenger automobiles have developed the belief that the earnings of oil and automobile companies will show declines during the last half of the present year.

¶ The optimistic hopes of our business leaders concerning the future of trade is founded largely on three favorable conditions: First, the concentration of a record quantity of the world's gold in American vaults. Second, a recovery of agricultural buying power. Third, a building boom that has never been equalled in the history of our country.

¶ The latest reports of agricultural conditions indicate that most of the major crops will produce a smaller harvest this year than last, but the higher price levels for these products insure that the incomes of American farmers will be higher in 1925 than a year ago. Furthermore, the prosperity of the agricultural community will be quite general, whereas last year farm profits were largely localized in the cotton and wheat belts.

¶ But although most of the factors affecting business are of a favorable nature, the present day is a good time for the exercise of caution. The truth is that fictitious values are being created in many places and this is always a forerunner of trouble unless corrective measures are soon applied.

James E. Mullins

Until recently manager of national advertising for the *Trenton* (N. J.) *Times*, has joined the advertising staff of the *Easton* (Pa.) *Express*.

Barton, Durstine & Osborne, Inc.

New York, will direct advertising for the Republic Stamping & Enameling Company, Canton, Ohio, manufacturers of "Old English" white and gray enameled ware.

Campbell-Ewald Company

Announces the opening of a new branch office in the Atlas National Bank Building, 518 Walnut Street, Cincinnati, Ohio. Ralph Heaton, Donald Payne and Harry G. Hall will be located at the new office in the interests of the agency's clients in that territory, particularly the Crosley Radio Corporation and General Motors.

The George L. Dyer Company

New York, will direct advertising for the Aluminum Company of America, Pittsburgh, Pa. Edwin M. Sterling, who was for many years vice-president of the George L. Dyer Company and who later organized Sterling, MacMillan and Nash, has returned to the former organization and was recently made vice-president.

C. E. Walberg

Formerly associated with the William H. Rankin Company and Williams & Cunnyngham, has joined the Koch Company, Milwaukee advertising agency.

H. B. Payne

Formerly with the Glen Buck Agency and previous to that with the Curtis Publishing Company and the Standard Oil Company, has joined the staff of the Chicago office of the George Batten Company, Inc.

Frank M. Bruce

Of the Bruce Publishing Company, Milwaukee, has been appointed to succeed Harry Tipper, resigned because of leaving the business paper field, as chairman of the Educational Committee of The Associated Business Papers, Inc.

Rutledge Bermingham

Has been appointed advertising manager of *Management and Administration*, New York.

Leon Kelley

Until recently vice-president of Hewitt-Gannon & Company, has joined the staff of the E. T. Howard Company, Inc., New York advertising agency.

Bert Barnes

Has discontinued his advertising service in Los Angeles and has become associated with the advertising department of the Peninsula Publishing Co., Tampa, Fla., publishers of *Suniland* and *The Packing House News*.

The E. D. Wolaver Company

Cleveland, is the new name adopted by The Burns-Wolaver Company.

[ADDITIONAL NEWS ON OTHER PAGES]

A NEW SIDE TO AN OLD TRIANGLE

The new interest that the vote has brought into the lives of women has made THE LITERARY DIGEST as necessary to women as it is to men.

In the old days women's supreme interests were three: COOKING, CHILDREN, CLOTHES, to which has now been added CITIZENSHIP.

The new duties and responsibilities, the opportunities in business and in the professions, the need to know what is going on in order to talk and act intelligently, have made women turn to The Digest in such large numbers that to-day The Digest is actually read by a few more women than men, and it is preferred by the women in Digest homes, who by a large majority vote it to be more necessary than any women's magazine.

The 1925 analysis of The Digest's circulation fixes the number of readers and divides them as to age and sex. We found that there are:

2,388,925 Women and Girl Readers
2,320,368 Men and Boy Readers
3.3 Readers per family

The Digest is preeminent as a family magazine. Examine its advertising pages and note the regular appearance of the advertising of those who make products used in the home and for the personal use of the women who read The Digest. Many of America's greatest advertisers of household products are regular Digest users.

A greater number of intelligent women can be reached through The Digest than through any other medium and with women, as with men, there is nothing that takes the place of

The Literary Digest

Illustrations of LIFE'S Policy of Humor - and Sanity

"Every Dog Has His Day"

There is no one who has not at some time or other, used this phrase. But there are very few who have even given to it the subtle implication shown in this picture. This touch of sanity added to the good humor of this situation, lifts the illustration above the average.

Life's readers, too, are above the average in both intelligence and purchasing power. The proof lies in the fact that they appreciate "humor and sanity," and that they are unusually responsive to both necessity and luxury advertising. The advertiser who wishes to reach the class field practices economy by using Life.

PARTIAL LIST OF NATIONAL ADVERTISERS USING LIFE IN 1925 WITH COMPREHENSIVE SCHEDULES:

Color

American Tobacco Company
Lucky Strike
Pall Mall
Atwater Kent
Beechnut Packing Co.
Cadillac Motor Car Company
Colgate & Company
The Crane Company
Fisk Tire Company
Ford Motor Company (Lincoln Division)
General Tobacco Company
B. F. Goodrich Rubber Co.
Holeproof Hosiery
Ipswich Mills
Keystone Watch Case Co.
Lambert Pharmacal Company
Parker Pen Company
Pierce Arrow Motor Car Co.
W. A. Sheaffer Pen Company
The Coca-Cola Company
White Rock Mineral Springs Company

Black and White

American Telephone & Telegraph Co.
Apollinaris Agency Company
Bauer & Black
Black, Starr & Frost
Brooks Bros.
Cunard Steamship Company
Coty, Inc.
Crichton & Company
Davey Tree Expert Company
Wm. Demuth & Company
A. B. Dick Company
W. L. Douglas Shoe Company
Dreicer & Company
Eastman Kodak Company
Fisher Body Corp.
The Forhan Company
French Line
General Electric Company
General Motors Corp.
General Tire & Rubber
Gorham Company
Alexander Hamilton Institute
Hart Schaffner & Marx
Hotels Statler Company
Houbigant
Hupp Motor Car Company
Robt. A. Johnston
Lehn & Fink
Liggett & Myers (Fatima)
Maillard's
Maxwell-Chrysler
Mohawk Rubber Company
Munsingwear Corp.
Nordyke & Marmon Company
Packard Motor Car Company
Palmolive
Pepsodent Company
Phillips-Jones Corp.
Phoenix Hosiery Co.
Reed Tobacco Company
Rubberset Company
Society of American Florists
U. S. Shipping Board
Van Ess Laboratories
Welch Grape Juice Co.
Wahl Company
Weyerhauser Forest Products
Wrigley's Gum
W. F. Young, Inc. (Absorbine, Jr.)

L i f e

127 Federal Street
BOSTON, MASS.

598 Madison Avenue
NEW YORK, N. Y.

360 N. Michigan Avenue
CHICAGO, ILL.

"THE BEST BUY IN THE CLASS FIELD!"

WHERE do you find the readers of the Condé Nast Group of Magazines?

Wherever there is a well-to-do community with a social life, a prosperous business district, and handsome stores selling fine merchandise over their counters, there live the readers of Vogue, Vanity Fair, and House & Garden.

Key cities, key stores, key people.

Let J. L. Hudson buy $100,000 worth of a line of merchandise today, and the humble drummer covering Michigan in a Ford asks no better argument to sell the leading store in Escanaba tomorrow.

Get your goods in our key cities, and you get the rest of the territory.

We can carry the load.

VOGUE
VANITY FAIR
HOUSE & GARDEN

THE CONDÉ NAST GROUP

All members of the Audit Bureau of Circulations

The HILL Dry-Cold

The HILL Dry-Cold

General View of C. V. Hill & Co.'s Plant

TRENTON, NEW JERSEY

"The City of Diversified Industries"

Makes and markets the Dry-Cold products of

C. V. HILL & COMPANY, Inc.

WHILE engaged in the retail grocery business, thirty-six years ago, C. V. Hill saw the need of a good refrigerator and started to place his thoughts into action. The first two coolers, built for his own use, proved worthless, but his determination carried him on and the next refrigerator was a success. He then built a few grocers' refrigerators in the little barn where he kept his store wagon and from this small beginning laid the foundation for the huge plant that bears his name.

The Hill Dry-Cold refrigerator enjoys the reputation of being the best on the market and is used in hundreds of ocean going vessels as well as in many of the best markets, stores, hotels and private homes in the U. S. and foreign countries.

The entire process of manufacture is carried on at the Hill plant which covers about seven acres and gives employment to many skilled artisans.

This is number thirteen of a series showing the industries of Trenton. For reprints of other advertisements request envelope "F."

Trenton Times

TRENTON, NEW JERSEY

Kelly-Smith Co.

NATIONAL REPRESENTATIVES

Marbridge Bldg. New York | Lytton Bldg. Chicago

THE underlying purpose of the service departments of People's Home Journal is to bring to housewives all over the country the greatest inspiration and the most effective help in lightening the burdens of housekeeping. This means not only home management and cooking, but also helping the housewife with her problems of family health and happiness.

These departments are under the management of Miss Katharine Clayberger, Service Editor, in conjunction with the director and supervisors of the School of Household Science and Arts of Pratt Institute, Brooklyn, N. Y. Each department is prepared by an expert with the needs and desires of the People's Home Journal audience in mind, and is passed upon by domestic science specialists before being published.

It is this thoughtful and authoritative material that gives to an advertiser the proper atmosphere and setting for his advertising. Also, this type of editorial material selects automatically for its audience only those women who are interested in their homes from the standpoint of making them more livable and attractive.

PEOPLE'S HOME JOURNAL

Announcement

was made on August 1st of the appointment of

KELLY-SMITH CO.

as representatives of the

Winston-Salem Journal

The only morning and the only Sunday newspaper in

Winston-Salem, N. C.

North Carolina

is the

Miracle State of the South

Leads the South in education.
Leads the South in textiles.
Leads the South in improved roads.
Leads the South in hydro-electric development.
Leads the World in manufacture of tobacco.

WINSTON-SALEM

Largest and Most Rapidly Growing City in North Carolina

A City of Diversified Industry—93 Factory Establishments

Is 7th Port of Entry in United States.
Is 38th City in U. S. in value of manufactured products.
Is world's largest manufacturer of tobacco products.
Is county seat of North Carolina's wealthiest county.
Is county seat of most thickly populated county per square mile in state.
Is located on more State highways than any other city in the State.

You cannot reach the responsive buying public of the city and the great, rich country to the West and Northwest without the

Winston-Salem Journal

The only morning paper—daily and Sunday—in Winston-Salem. Associated Press A. B. C.—Consolidated Press.

Owen Moon—Publisher

KELLY-SMITH COMPANY

National Advertising Representatives

Marbridge Bldg., New York **Lytton Bldg., Chicago**

The Nice, Shiny Train Didn't Stop Where They Live.

ONCE there was a darn good salesman. A Star Performer. He traveled on nice, shiny trains that were guaranteed to get there. They went thundering by villages and farms so fast that the echoes didn't have time to speak their parts.

When the sales manager checked up the orders he said: "How come? Why don't we get more orders from below Mason and Dixon's line? Those trains run South. There's money down there." The trouble wasn't with the territory, nor the trains nor the salesman. It was the schedules. There weren't enough stops on it. Since the salesman has quit riding the "Through Flyer" exclusively, orders are coming in thick and fast.

The moral, of course, is: "WATCH YOUR SCHEDULE."

When you schedule advertising for the South, you must use newspapers. They stop at nearly every home. You can't reach the South through magazines alone. Magazine circulation is thin. The facts are that even the greatest of the magazines have circulations equal to only about 1% of the population of this vast, rich territory. The local newspapers are the best carriers for your printed salesmanship.

The South's astounding development during the last decade makes it the most fertile market. Southern newspapers, through this Association, are ready to give merchandising aid that is in step with local conditions.

Write to the Southern Newspaper Publishers' Association at Chattanooga, Tennessee; or to any of the newspapers listed below.

THESE LOCALS REACH EVERY TOWN ON THE MAP IN TEN GREAT SOUTHERN STATES

ALABAMA

Anniston Star
Birmingham Age-Herald
Birmingham News
Huntsville Times
Mobile News-Item
Mobile Register
Montgomery Advertiser
Montgomery Journal
Opelika News

FLORIDA

DeLand News
Fort Myers Press
Gainesville Sun
Jacksonville Journal
Jacksonville Times-Union
Lakeland Star-Telegram
Miami Herald
Miami News
Orlando Reporter-Star
Orlando Sentinel
Palm Beach News
Sanford Herald
St. Augustine Record
St. Petersburg Independent
St. Petersburg Times
Tampa Times
Tampa Tribune
West Palm Beach Post

GEORGIA

Albany Herald
Atlanta Constitution
Atlanta Journal
Augusta Herald
Columbus Ledger
Moultrie Observer
Savannah News
Thomasville Times-Enterprise
Waycross Journal-Herald

KENTUCKY

Paducah Sun

LOUISIANA

Baton Rouge State-Times
LaFayette Advertiser
Lake Charles American Press
Monroe News-Star
New Orleans Daily States
New Orleans Item-Tribune
New Orleans Times-Picayune
Shreveport Times

MISSISSIPPI

Greenwood Commonwealth
Gulfport & Biloxi Herald

NORTH CAROLINA

Asheville Citizen
Asheville Times
Charlotte News
Charlotte Observer
Concord Tribune
Elizabeth City Advance
Fayetteville Observer
Gastonia Gazette
Greensboro News
Henderson Dispatch
Hickory Record
Kinston Free Press
Raleigh News & Observer
Raleigh Times
Rocky Mt. Telegram
Salisbury Post
Winston-Salem Sentinel

SOUTH CAROLINA

Charleston News & Courier
Columbia Record
Columbia State
Rock Hill Herald
Spartanburg Sun
Sumter Item

TENNESSEE

Chattanooga News
Chattanooga Times
Clarksville Leaf-Chronicle
Columbia Herald
Greeneville Democrat-Sun
Knoxville Journal
Knoxville Sentinel
Memphis Commercial Appeal
Memphis Press
Nashville Banner

VIRGINIA

Clifton Forge Review
Danville Bee
Danville News
Danville Register
Fredericksburg Daily Star
Lynchburg Advance
Lynchburg News
Richmond News Leader
Roanoke Times
Roanoke World News
Staunton Leader
Staunton News-Leader
Winchester Star

VIRGINIA-TENNESSEE

Bristol Herald-Courier
Bristol News

SOUTHERN NEWSPAPER PUBLISHERS ASSOCIATION

"Sell it South Through Newspapers"

Buffalo the Wonder City of America

Food Advertising in Buffalo

Figures by DeLisser Bros., Certified Public Accountants

For the first six months of 1925 the Buffalo daily newspapers published 791,674 lines of Food, Groceries and Beverages display advertising. The NEWS carried over 45% of this advertising. The detailed record follows:

	LINES
NEWS	358,227
2nd paper	255,089
3rd paper	62,572
4th paper	57,960
5th paper	57,826
Total	791,674

The following is a record of ALL advertising published by the Buffalo daily papers for the first six months of 1925. The NEWS carried 43.63% of the total:

	LINES
NEWS	7,320,303
2nd paper	4,760,525
3rd paper	1,981,141
4th paper	1,848,111
5th paper	866,143
Total	16,776,223

Use the NEWS to Cover the Buffalo Market

Greatest Circulation in New York State Outside of New York City

BUFFALO EVENING NEWS

A.B.C. Mar. 31, 1925
129,777

EDWARD H. BUTLER, Editor and Publisher
KELLY-SMITH COMPANY, National Representatives

Present Average
135,236

Marbridge Bldg., New York, N. Y. Lytton Bldg., Chicago, Ill.

How Do Successful Manufacturers Sell to the Power Market?

CONSIDER the equipment inventories of the important power plants. You will find an astonishing repetition in the lists of manufacturers who get the business. There must be a reason for this.

IN each case the sales program to be successful must be complete and yet specially adapted to the manufacturer's product and market. Engineers, salesmen, jobbers, agents and advertising in its many forms may be employed in whole or in part. No two sales plans are just alike.

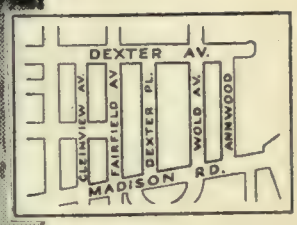
IN one important factor, however, there is a consensus of opinion. All of the successful manufacturers believe in strong publication advertising. Most of them use POWER as the backbone of their publication advertising.

EXPERIENCE and observation point to the importance of fitting your sales plan to your special marketing problem and to the use of publication advertising, especially in POWER.

POWER

A.B.C. *A McGraw-Hill Publication* A.B.P.

Tenth Avenue at 36th Street, New York



In this part of East Walnut Hills, for example, are 165 residence buildings. Here, 143 Enquirers are delivered every morning.

Mrs. East Walnut Hills

..."not to know her argues yourself unknown"

The latest whispers from Paris are reflected in her gowns. The guest list of no important function is complete without her name. The governing boards of a dozen cultural and philanthropic organizations rely upon her counsel.

Yet Mrs. East Walnut Hills carries these honors lightly. For her family are not "parvenu"—their position is traditional. She was reared from girlhood for the mantle of social leadership.

But busy as she is, Mrs. East Walnut Hills does not forego her precious "rest hour"—the hour when her maid brings breakfast to her boudoir.

With the tray comes the mail—and The Daily Enquirer. There, over the coffee, she scans the news, and perhaps—who knows?—reads the advertisements.

And scores of her neighbors, at that very moment, are doing the same. In this community are 567 residence buildings; here, 463 Enquirers are delivered every morning.

Needless to say, Mrs. East Walnut Hills' patronage is courted by every progressive merchant. But while some merchants have succeeded in winning her patronage, others have failed. Perhaps these latter would do well to take a leaf from the notebook of successful merchants and advertise to Mrs. East Walnut Hills in the medium she reads—The Daily Enquirer.

N. B.

This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.

I. A. KLEIN
New York Chicago

R. J. BIDWELL CO.
San Francisco Los Angeles

The CINCINNATI
ENQUIRER

"Goes to the home, stays in the home"

Have You Read—

"ARROWSMITH"

This best seller in England and America

Better than "Main Street" or "Babbitt"

by SINCLAIR LEWIS

won its first great success as a

SERIAL IN

THE DESIGNER

(THE DESIGNER and THE DELINEATOR form THE BUTTERICK COMBINATION)

Volume Five
Number Nine

Advertising & Selling
FORTNIGHTLY

How the Motor Bus Is Changing Transportation Methods — 19
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Shoot Straight With Your Men — 21
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On a Certain Impatience in Human Beings — 22
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Where Is the Lady in Lingèrie? — 24

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—and Now Concerning Copy — 50

In Sharper Focus — 56
Mrs. Caroline Trowbridge Radnor-Lewis
Bennett Chapple

E. O. W. — 60

THE evolution of the motor bus from the humble jitney of a few years ago to the parlor car conveyance of today reads like a romance. And it bids fair to be read by posterity as one of the brilliant and epoch-making chapters in the history of transportation. How the bus is affecting present day transportation methods, both independently and as a tool of the street railways, is described by R. Bigelow Lockwood, who becomes with this issue a contributing editor of the Fortnightly.

M. C. ROBBINS, Publisher
J. H. MOORE, *General Manager*
Offices: 9 EAST 38th STREET, NEW YORK
Telephone: Caledonia 9770

New York: F. K. KRETSCHMAR, A. M. FRANKLIN
San Francisco: W. A. DOUGLASS, 320 Market St. Garfield 2444
Chicago: JUSTIN F. BARBOUR, Peoples Gas Bldg.; Wabash 4000
New Orleans: H. H. MARSH, Mandeville, Louisiana
Cleveland: A. E. LINDQUIST, 405 Swetland Bldg.: Superior 1817
London: 66 and 67 Shoe Lane, E. C. 4: Telephone Holborn 1900

Subscription Prices: U. S. A. $3.00 a year. Canada $3.50 a year. Foreign $4.00 a year. 15 cents a copy

Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising, Advertising News, Selling Magazine, The Business World, Trade Journal Advertiser* and *The Publishers Guide. Industrial Selling* absorbed 1925

Member Audit Bureau of Circulations and Associated Business Papers, Inc.
Copyright, 1925

Cosmopolitan has just published a new statement of circulation distribution. This statement shows exactly where the 1,701,354 copies of the March 1925 issue were distributed. Every advertiser or advertising agent who realizes the major importance of studying location of circulation should have the Cosmopolitan Distribution Statement available when making up lists. A copy will be sent on request.

119 West 40th St., New York, N. Y.

The October issue carries a greater volume of advertising lineage than any previous October issue in history

AUGUST 26, 1925

Advertising & Selling
FORTNIGHTLY

FREDERICK C. KENDALL, Editor

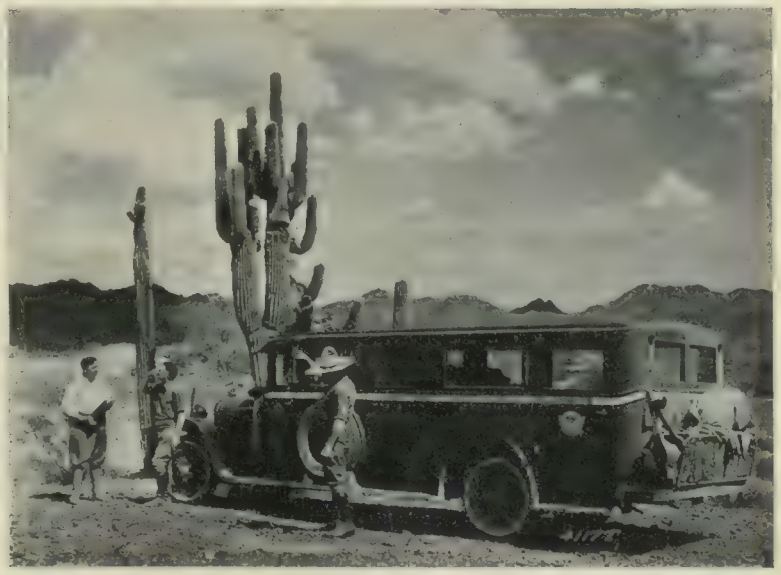
Contributing Editors: Robert R. Updegraff Marsh K. Powers Charles Austin Bates Floyd W. Parsons Kenneth M. Goode G. Lynn Sumner R. Bigelow Lockwood John Lee Mahin James M. Campbell Frank Hough, *Associate Editor*

How the Motor Bus Is Changing Transportation Methods

By R. Bigelow Lockwood

THE story of the development of the motor bus reads like a romance. The American public has made the wish to ride on rubber, and master minds in the fields of transportation and manufacture are being put to a severe test to keep pace with the growth of this great new public servant. So rapid has been the growth of motor bus transportation that up to a few years ago it was impossible to assemble figures capable of giving a picture of the development. In 1921, however, the realization dawned that the country was confronted with a new giant industry, young in years but powerful in strength and stature, and at this time the first careful estimate was made of the number of vehicles in operation. This estimate was placed at 20,000. Today, there are approximately 60,000 motor buses serving the public and it is estimated that 1930 will see no less than 272,000 buses in active service.

The early days of the industry were closely akin to the hectic "gold rush" period, and the problems of organization, regulation, safety and fitting the bus into its proper place in existing means of transportation, were tremendous. In the latter part of 1922 the bus was generally accepted as an important unit in the transportation world. Activities crystallized into definite proportions, consolidations of operating companies were effected, and changes were in progress toward larger and safer types of rolling stock. At this time, also, the idea of establishing and maintaining regular schedules became more firmly a part of the industry, and the place of the bus became better understood. Bus operation has now become the subject of regulatory laws in thirty-two States, and in most instances has been put under the control of the Public Utility Commission. This policy of legislation protects the bus from unfair competition as well as insuring the public that buses will be operated where



THE big inter-city buses which are used over the long hauls boast every possible feature which may contribute to the comfort of the passengers. Pullman type chairs with air cushion seats, plate glass windows, elaborate springs and heavy tires to make riding easier are now indispensable features. The lines operating them cover the East, the prairies of the Middle West, and the Pacific slope with intricate networks of routes. And now they are even invading the deserts of the Far West

they will best serve everyone.

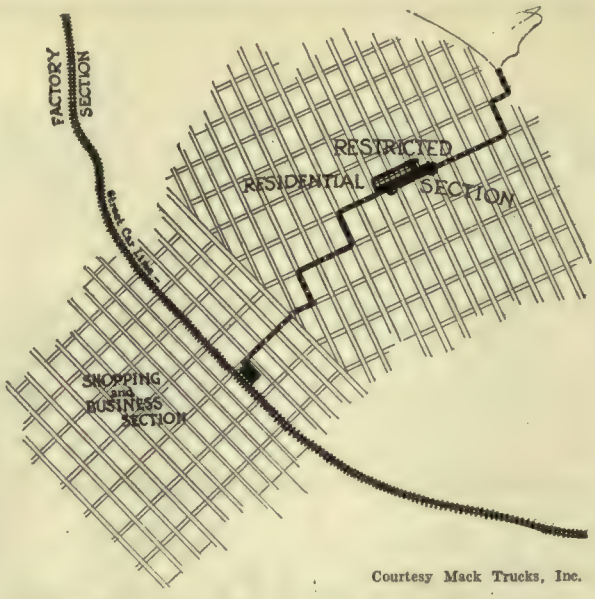
In the early days, when manufacturers and operators were "finding themselves," changes in design were almost too rapid to note. The desire to meet the public demand to ride on rubber forced some manufacturers to mount passenger bodies on truck chassis; a combination that did not contribute to passenger comfort and which is being rapidly discarded in favor of what is called "all bus design." Truck engines were rapidly replaced by designs giving greater flexibility and power. And then two factors stepped into the picture that revolutionized body building—competition and the demand of the riding public for luxury and comfort. Modern, luxurious parlor car coaches now speed along our highways. Air cushioned seats, wide aisle room, fine plate glass windows, wicker chair frames, smoking compartments, restful color schemes and silk curtains, all these refinements now bid for patronage and play their part in changing the riding habits of the country.

Steam railroad travel has changed but little within the last few decades, and the parlor car and sleeping coaches have become standardized. The bus, on the other hand, is constantly seeking new innovations of comfort as a means to build up its route—and the public is responding. The bid for patronage is even shown in the beauty of the exterior paint work. Striking colors advertise the coming of the modern bus as it swings down the broad highway or weaves its way among the network of traffic that crowds our city streets. Moreover, schedules are maintained on the tick of the watch, and on intercity runs, such as from New York to Boston, seats are reserved in advance.

The question may well be asked, "How do the electric street railways of the country view the development of an industry having such a marked influence on transportation?"

To answer this question one must go far back into the early days of the street car industry when the horse car jangled its merry way through the streets of our cities. In those days the operating and maintenance problems of the street railways were concerned with such factors as the care of stables, the feeding of the horses and the simple attention to track. The pace of living then was not so swift and transportation was relatively simple. San Francisco, however, owing to its steep grades, tried out an innovation known as the cable car, and the moving finger of fate pointed then to the ultimate banishment of that staunch friend of man—the horse. The storage battery car was tried, various experiments were made with compressed air as a means of motive power, and

[CONTINUED ON PAGE 42]



Courtesy Mack Trucks, Inc.

HOW the motor bus may link up the old line of the traction company with a new residential district without the expense of laying new tracks before the traffic will warrant it

SNOW is not the least of the obstacles which a bus company must overcome in order to maintain its schedule on the tick of the watch. The buses must get through the roads whether any other vehicular traffic does or not. The photograph above shows a push plow hitting a snowbank at twenty-five miles an hour and to the left is shown the passenger bus following it through

Shoot Straight With Your Men

By B. J. Williams

Director of Sales, The Paraffine Companies, Inc.

THERE are certain basic or fundamental qualities attaching to every line of human endeavor and salesmanship is no exception. The requirements for an efficient and successful stevedore are not the same as are demanded in a physician or surgeon. A man might be a most successful mechanic and yet be a failure as a college president. Again, the same natural qualities and the same training do not produce the great merchant and the great lawyer. This matter of aptitude and genuine liking for a particular line of work is highly important and should always be kept in mind by the sales manager. The treatment given the men after securing them is always a great deal more important than the source of supply.

In a recent issue of a business magazine there appeared the following statement reported to have been made by the vice-president and general manager of a large eastern manufacturing corporation operating nationally in a food product line:

"During the years that I was sales manager I earned the reputation of hiring ten and firing nine in order to get one real salesman."

This statement is made in a form that cannot fail to impress one who reads it with the idea that the gentleman is proud of his reputation and of the methods by which it was earned. His company is notorious for its treatment of salesmen.

While there is still much to be desired in the matter of a just and sympathetic attitude on the part of sales managers toward their men, I am glad that such methods as I have just referred to are now in large measure things of the past. There are few American business men today who would be proud of such an attitude, much less boast of it. I think any man who boasts of hiring ten men and firing nine of them to get one real salesman, writes himself down as not competent to fill the position of sales manager, for either he does not know how to select salesmen and train them, or he is the Simon Legree of the modern commercial world.

SALESMEN should be given a square deal in the matter of their remuneration without fighting for it, and they should be given every possible consideration otherwise so that they may be happy and comfortable in their work and associations.

The way to have happy, contented. efficient salesmen is to determine as nearly as possible what they are worth and pay them a little more than that. Sympathy and justice should be the keynote of your relations with them. Be fair to them. Tell them the truth and don't "bull" them. Remember they are human beings just like yourself. Take a personal interest in them and in their families. If they do a good piece of work commend them for it. If you will do this they will take criticism when they have it coming. I have never known a salesman who wouldn't. Salesmen, like the rest of us, make errors of judgment once in a while. Point these out to them but don't nag them. Analyze their work closely and criticize constructively. If a man has a weakness point it out to him, but in a manner that will secure his appreciation and his cooperation. Show him how to be a bigger and a better man, keeping in mind that as he broadens his vision and gets a higher conception of life and its responsibilities he will automatically become a better salesman. I am never greatly concerned about making better salesmen of the men associated with me but I am *very* greatly concerned about making better men of them, for I know I need not then worry about their being better salesmen.

Shoot straight with your men. Tell them the truth. Treat them all alike. Do not play favorites. Let no one of them have an advantage over the other. The way to get a good organization is to get a reputation for justice and fair dealing with your employees and your customers, and the way to hold them is to live up to that reputation. During the fourteen years I have been with the Paraffine Companies, Inc., I have never, so far as I can now recall, had a man leave to go with a competitor in any of our lines, and during the same period I have not had more than six salesmen voluntarily leave our employ and every one of these left to go into business for himself. More than half of them are back with us.

Sit down and talk to your salesmen once in a while in a friendly fashion about their own personal affairs—the wife and kiddies—the progress of the latter in school, and the boy in high school and college,

[CONTINUED ON PAGE 63]

From an address before Zone Convention, National Paint, Oil and Varnish Association.

On a Certain Impatience in Human Beings

By Henry Eckhardt

IT was agony to talk to Zimmie. He always selected a busy morning. He always appeared at one's desk silently, like a ghost up from the floor.

"I have just come in"—

"Oh, yes, your two weeks' trip." Nervously.

"—come in from a two weeks' trip"—

"New England! Yes, yes?" Impatiently.

"—two weeks' trip through Massachusetts and Connecticut."

"I know all that. Where's the report?" Hopefully.

"I am now writing my report, and"—

"Yes—yes. When?" Frantically.

"—writing my report, and expect to have it completed"—

"When, man, when?" Explosively.

"—have it completed on Wednesday."

All that ever saved Zimmie was his six feet two. Never have I known a man to make his business associates so exasperatingly, consumingly, frothingly mad.

Now, if Zimmie had been a direct-mail piece, or a magazine page—

Which brings me to "a certain impatience in human beings."

* * * *

Time was when ministers could preach. two-hour sermons, and still retain an audience. Time was when drummers could make all-afternoon calls, and still keep their customers. Time was when writers could afford three chapter digressions, and still hold their readers.

But we of today, most of us, are much busier folk. More to earn, more to spend! More to have, more to enjoy! More to see, more to read!

Now, the busier a man, the more impatient, he. Thus, those mottoes of today, "Cut it short"; "Make it snappy."

So, John and Jane Publick send telegrams instead of letters. Their favorite reading is headlines. Their novels come to them in movie captions. The whole process of saying things, doing things, assimilating things has become tremendously speeded up.

This certain impatience makes John and Jane Publick demand, of all reading, that it be (1) interesting; (2) quick.

Advertising? Well—its interestingness and helpfulness, they shrewdly suspect, are merely an approach. The end of every advertising story is the same, "buy" or "send for." So, this certain impatience, tempered with this certain sophistication, demands of all advertising that it be (1) irresistibly interesting; (2) irresistibly quick.

SO, therefore, I say the other great task of the copywriter must be to speed up his copy. This he can do with all manner of devices. This he must do with all manner of devices. Even at the risk of literary sacrilege, heresy, and Bolshevism.

Some of my colleagues think I do quite unforgivable things in copy. I leave our verbs, conjunctions and pronouns. I scatter punctuation around like buckshot. I begin sentences with "which." I am fond of the verb "get" in the sense of obtain. I parallel, rhyme, and use repetition to the extreme of being "tricky." All of which happens to be quite contrary to the rules of mid-Victorian English. Yet, rather than have my copy purist and slow, I would have it "unpurist" and fast.

The copywriter must literally plunge his ideas and urges into the minds of John and Jane Publick. If grammar hinders, then away with grammar. If words obstruct, then revolutionize words. If phrases complicate, then out with ifs, whens, and wherefores.

Speed! Speed! Speed!

Nor is this another "daring innovation of modernism." Schopenhauer stated the theory a hundred years ago. Said he: "Therefore, if possible, the quintessence only! Mere leading thoughts!"

To those who wrote the draggy copy of those days, Schopenhauer said: "To use many words to communicate few thoughts is the sign of mediocrity. To gather much thought into few words is the mark of genius."

If you would see how far this practical concept of writing has progressed, trace the evolution of "style." Begin with Milton. Picking up one of his prose volumes at random, and beginning with the introductory sentence of its first essay, we read:

"Amidst those deep and retired thoughts, with which every man Christianly instructed, ought to be most frequent, of God, and of his miraculous ways, and works, amongst men, and of our Religion and worship to be performed to him; after the story of our Saviour Christ, suffering to the lowest bent of weakness, in the flesh, and presently triumphing to the highest pitch of glory, in the spirit, which drew up his body also, till we both be united to him in the Revelation of his Kingdom; I do not know of anything more worthy to take up in the whole passion of pity, on the one side, and joy, on the other, than to consider, first, the corruption and then the long-deferred but much more wonderful and happy reformation of the church in these latter days."

MOVE on to the eighteenth century, to Burke. Again picking up a volume at random, and opening to the first sentence of its first essay, we read:

"On a superficial view we may seem to differ widely from each other in our reasonings, and no less in our pleasures; but, notwithstanding this difference, which I think to be apparent rather than real, it is probable that the standard both of reason and taste is the same in all human creatures."

Another fifty years. Charles Dickens. Here is the first sentence of Nicholas Nickleby:

"There once lived, in a sequestered part of the county of Devonshire, one Mr. Godfrey Nickleby, a worthy gentleman, who, taking it into his

[CONTINUED ON PAGE 51]

America Has Swallowed a Slogan With Blind, Unthinking Faith

Isn't It Time to Junk the Generality That "It Pays to Advertise"?

By Charles Edison

Chairman of the Board of Directors, Thomas A. Edison Industries

© U. & U.

WHEN Mr. Edison, son of the famous inventor, recently addressed a group of advertising students at Columbia University, he startled his audience by the unconventionality of his viewpoint. Through the courtesy of Mr. H. B. Le Quatte we present it to our readers who will probably be divided in their reactions

ALMOST anyone you meet will have some sort of thoughts of his own as to what constitutes advertising, on what is the very best way to do it, on how much should be done. on whether it should be ugly or beautiful, large or small, short, intensive and often or consistent and continuous. A day does not pass but at least one new scheme for divulging to the public our great secret, that we have products for sale, comes to us either in the person of a solicitor or through the mails. We are continuously being sold, resold and sold again the idea that some particular form of advertising pays, and pays best.

But it is an interesting fact that with but few exceptions the solicitations are all on what kind of advertising is best; and the big fundamental matter, of whether there should be any advertising at all, never enters into the discussions. The generality expressed in the phrase "It pays to advertise" has become such a universally accepted truth that it never occurs to anybody that there could be any doubt about it.

When you come right down to it, advertising covers almost any method of letting people know about yourself and your product. Circus parades, radio broadcasting, publicity stunts of all kinds, expensive offices and a thousand and one other things could quite properly be included under this very expansive heading. I want to restrict myself, however, to just *one* phase, that concerns itself with advertising through the purchase of space and the printed word.

We then get down to the matter of examining the truth of that far-flung generality, "It pays to advertise," using the term "advertise" in the sense of buying space and printing your message in any form of medium. Now right at the outset I want to state emphatically that because I question the generality "It pays to advertise," I have no intention of making an equally vicious generality by saying that it does not pay to advertise. Somebody once said—I think it was Napoleon or some other national advertiser—that "All generalities are untrue, including this one," and that is just the way I feel about the slogan "It pays to advertise." What I object to about that slogan is that the American public has swallowed it—bait, hook, line and sinker—with a sort of blind and unthinking faith. They have had it hammered into them so hard, so long, and so successfully in so many ways that there is no longer any real effort made to analyze what is almost universally accepted as the truth. I want to hang out a few danger signals today. In other words, the real answer as to whether advertising pays or not is, that sometimes it does and sometimes it doesn't, and that only by the most careful consideration of all the factors involved in a particular case can the chances of failure in an advertising campaign be minimized.

When I joined this organization in 1913, the major activities grouped under the general name of Thomas A. Edison Industries were as follows: Manufacture and sale of phonographs and phonograph records, both the disc type and the cylinder type; the manufacture and sale of portland cement; the production and distribution of motion pictures; the manufacture and sale of storage batteries and primary batteries; a numbering machine business; a chemical business, manufacturing benzol, aniline and other coal tar products; and an office specialty business represented by the Ediphone. It does not take much imagination to see that these industries, although tied together as one unit, are, in fact, as utterly dissimilar one from the other as any group of industries could possibly be. The problems of phonograph merchandising are utterly unlike those of merchandising portland cement; portland cement is again different from motion pictures, and motion pictures from

storage batteries, and so on. Each had its distinct problems and each had its individual advertising problem.

We have left five utterly dissimilar businesses. You can well imagine that I am approached—in fact, bombarded, by those interested in getting us to do some form of advertising—about five times as often as is a concern that manufactures and distributes one main product. This fact may have served to confuse my mind in regard to advertising, but it has also served to convince me of the truth of the wise remark that "Most of the things we believe to be true ain't." I found myself in much the same condition as a man who has been brought up strictly in accordance with some particular religious faith and who is suddenly subjected to the inroads and arguments of other faiths. I believed that it "paid to advertise" when I first came with our organization, but gradually as I listened to selling talk designed to show that some one particular brand of advertising was the panacea for all our ills, which argument was knocked in the head by each successive caller in an attempt to show that his particular kind of advertising was the only true god, I began to feel certain misgivings, certain feelings that perhaps this accepted faith of mine would not stand too searching an analysis.

However, it required the commercial hardships of the years 1920 and 1921 to make these misgivings take the form of constructive misgivings and constructive analysis. In other words, it took the shock of a very much strained condition of our pocketbook and the fact that we had little money to spend for anything, let alone advertising, to bring me around to the point where I started to think about the subject. As a matter of fact, I did not think fast enough nor did I think drastically enough to stem the tide of our decreasing resources. I was still groping around with half way measures in regard to advertising and other expenses connected with sales promotion when, my father, Thomas Edison, observing the trend of things, undertook to do not only my thinking but the sales managers' thinking as well. To him it was an old story. He had weathered at least five major panics in his business career. He knew how they acted, and he knew that there was *one* time at least when there was no question about the fact that it did not pay to advertise—and that was the time when things were rapidly heading toward a financial catastrophe. Where we had been puttering around with the trimming of appropriations, cutting down on this and cutting down on that, Mr. Edison, the minute he became aware of the real situation took entire charge, and with one fell swoop chucked the whole thing overboard.

I shall never forget the night after

[CONTINUED ON PAGE 46]

Where Is the Lady in Lingèrie?

IT seems to be something of an advertising convention that perfume—*eau de toilette*, or what you will—is inseparably associated with sex appeal. So we are treated to engaging reproductions of ladies in negligée, ladies in lingèrie and ladies in somewhat less whenever we are urged to buy a phial, bottle or decanter of *Eau de Hoosis* by the ounce or by the pint. For the discovery, advertisingly speaking, of the fact that there are women in this world who look upon perfumery as a luxury rather than a near-vice, we are indebted to George Borgfeldt & Company, selling agents in the United States and Canada for Rigaud's *Un Air Embaume.*

Simplicity characterizes this Rigaud advertising; simplicity and the good taste best calculated to appeal to "the woman of genuine social distinction" to whom the copy is addressed. Clever phraseology, that. Just what constitutes genuine social distinction it would be difficult to state. It is a quality or combination of qualities which is as indefinable as the subtle but poignant scent of the perfume of genuine distinction. And it possesses an irresistible fascination for the woman of today, no matter what her individual place in the social scheme of things. In this country where "all men are created equal" it is the prerogative of every Judy O'Grady to aspire from the notions counter to Bailey's Beach, and such aspirations nearly always take the form of imitating. Thus, by playing on this inherent trait of human nature, Rigaud appeals to a potential market which is measured in terms of millions rather than four-hundreds.

ONE of the very few perfumes acceptable to the woman of genuine social distinction is Rigaud's Un Air Embaumé, an authentic and most intriguing Parisian fragrance.

{*And the prices are not as high as you would expect.*}

But the appeal of these advertisements is directed to the masses only by implication. Their true appeal, in illustration as well as copy, is to that ambiguous class to which they are addressed. There is a "social distinction" about the whole layout which rings true. The picture reproduced is of a woman not only young and attractive, but lifted immediately out of the magazine cover class by a certain indefinable refinement of feature. And the whole is enhanced by the simplicity and dignity of plenty of white space and attractive lettering. Pleasing to the eye and refreshing to the sex-jaded intellect are these "draped" perfumery advertisements.

Is Mail Order Selling Entering a New Era?

By Gerald W. Bennett

A FEW years ago a famous retail authority made the assertion—and it went unchallenged—that the mail order house had reached the peak of its development, and that it would thereafter grow only about in proportion as the population would increase. Its bonanza period was over.

Yet Montgomery Ward & Company sales have been shooting up to record heights recently, and it is apparent from figures to date that its sales for 1925 will be a phenomenal increase over the 1924 figure of 150 million dollars—which was a lively increase over the year before.

Sears, Roebuck & Company reached a peak, it is true, in 1920 (245 millions), but its 1924 volume was up to 206 millions, and if the sales thus far indicated for 1925 continue, as it is apparent they will, the 1925 sales will reach almost to the 1920 high peak figure. Other mail order houses show a similar advance.

We have here then a phenomenon which is certainly not that of a type of business which is *passé* or which has reached its "peak" or saturation period. The case made out for the maturity and decline of the mail order house seemed, at the time, very logical indeed. The rural population has not increased since 1900. The chain store has been growing very fast. The automobile and good roads have brought the farmer to the small town stores, so that he no longer is dependent on mail order buying for variety.

All of these important economic changes are true, and they have admittedly changed the complexion of mail order buying. But they have not adversely affected it. The really startling development is that *the city* (where the great bulk of our population now is) has been developing a constantly increasing appetite for mail order buying.

© Brown Bros.

THE R. F. D. box and the rural postman's cart are no longer the principal source of the mail order house's revenue. The farmer and his wife have acquired new habits with the coming of the automobile. The typical mail order house customer, 1925 model, is the town or city family in the haven of cheap merchandising

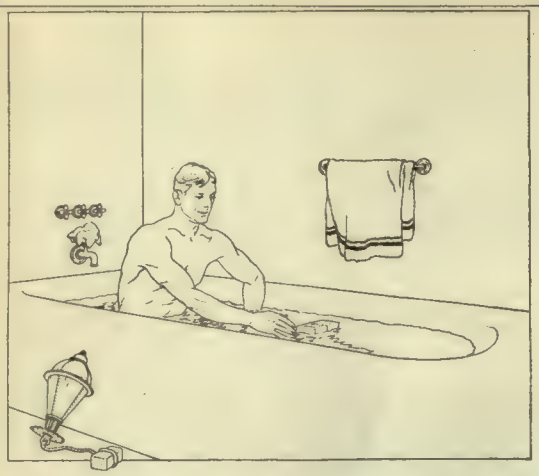
At first blush, this seems incredible. But is is true. New York City, the haven of cheap merchandising—with its push carts, its chain stores, its cut rate and "outlet" stores and its innumerable bargain basements—absorbs many millions of dollars worth of western mail order house merchandise. Twelve or fifteen years ago it was considered quite remarkable that one mail order house had 35,000 New York names on its lists. But today that number is nearer 150,000 or 200,000. There are no very accurate figures, but it is no surprise to those who study the subject to learn that 300,000 to 400,000 people in Greater New York are customers of mail order houses.

What is true of New York is equally true of other cities. *The mail order houses no longer do the bulk of their business with farmers.* The typical mail order house customer, 1925 model, is a town or city family, large as is still the mail order farm trade. The farmer and his wife have acquired new habits with the coming of the automobile. They perhaps buy as much in dollar volume from mail order houses, but they do not buy the same things. It is the town and city customer who has enlarged his mail order buying; who is the advancing factor in mail order selling.

The mail order buying method provides a closer paring down of distribution costs on many types of goods than is possible in any other way. On certain kinds of goods, though not absolutely all, the mail order houses are underselling everybody else. I believe it is necessary to concede that the mail order selling method represents a more thoroughly economic mode of selling than any other now being used in a large way. It has no elaborate displays to make, no high rents, and can profit most from centralized buying and system in filling orders. Finally the mail order houses, through their new system of local warehouse shipping units, are cutting down transportation cost to a minimum. It is just as cheap, if not cheaper, to have goods sent from the factory to the local warehouse shipping unit than to send them to the central headquarters. Then, the re-haul mileage is cut down in shipping to the customer from the nearest shipping unit. In this way goods travel more nearly in a straight line to the consumer than they do in ordinary distribution.

Thus the renewed mail order growth which is now beginning to be so noticeable, even in the very centers of retail competition, is

[CONTINUED ON PAGE 62]



Do you need an anchorage buoy in your bathtub?

WE HAVE TWO SUGGESTIONS TO MAKE

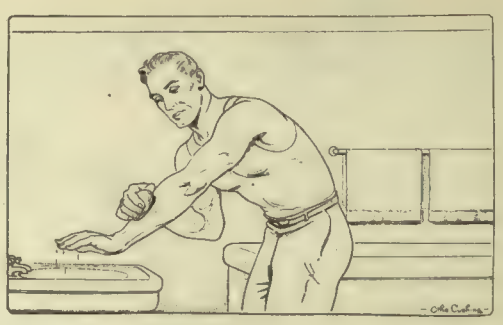
[1]

If your soap insists upon scuttling to the bottom of the tub with the slippery elusiveness of a frightened tadpole, have a reliable manufacturer of marine equipment make you an anchorage buoy similar to the one shown in the illustration, attach a chain or firm cord to the buoy and the soap, and you will always be able to recover the latter in case of need.

[2]

Buy a cake of Ivory Soap.

The Wife who worries about the state of the cook's before-breakfast temper will find that Ivory for her husband's morning bath means a saving of from 3½ to 6½ precious minutes. For her own use, we suggest dainty Guest Ivory (5¢).



Split-second comfort

When you see an earnest face-washer diligently massaging the soap with all the hopefulness of an eager young bond-salesman; when you see his final product, like boiled starch sparsely populated by a few orphaned bubbles, you know this for certain: his soap is not Ivory.

No! With the same effort the Ivoried man would have about a pint of thick, rich, pearly-white lather, lather that ingratiates itself into every pore and gets a warm welcome from everything but dirt.

Now watch your Ivoryless man when he gets to the rinsing stage. As dash after dash of water fails to remove the oiled rubber feeling from his skin, he yields to discouragement and hands the job to the over-worked towel. You know what "rinsing" with a towel means—a skin that feels like owl-wagon pie-crust.

But rinsing Ivory lather is as easy and quick as holing a two-inch putt for a par four. And the face that smiles up from the stainless towel tells a story of gentle Ivory treatment in which justice has been generously tempered with mercy.

PROCTER & GAMBLE

IVORY SOAP

99 44/100% PURE IT FLOATS

Here is news: When Guest Ivory—the handy new cake of Ivory made especially for washstand use—comes into the home, soap-debates subside like ripples on a quiet pool. Guest Ivory suits husbands, wives, daughters, sisters, cousins and aunts.

To Problem-Solvers

We live in a scientific age. It has therefore become customary to approach all problems, both industrial and domestic, in a truly scientific manner.

Not to be outdone, let us present the following problem:

Assume that a man is taking a balneal immersion (bath), using a coagulum of sodium oleate (piece of soap) which, when dropped into the balneal liquid (water), seeks its own level at the nadir of the porcelain (sinks). If, then, while the man searches diligently for the elusive coagulum, the thermal index (temperature) of the room increases by two (or more) degrees, what has happened?

The answer, of course, is simple. The man has become irritated, if not angry.

The prevention of such an unhappy event is just as simple as the answer to the problem itself—the man should get a cake of Ivory Soap.

Because Ivory Soap doesn't sink—it floats.

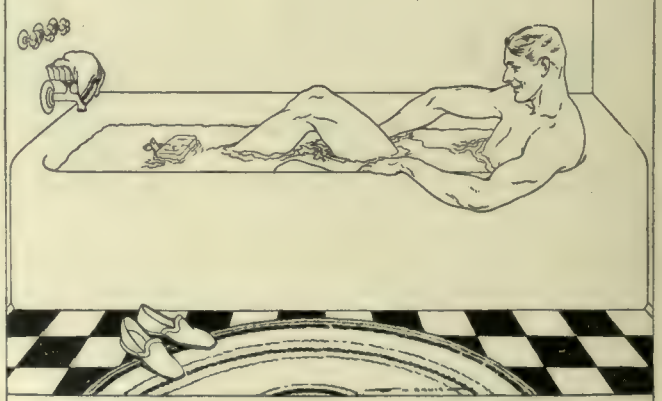
More—it *lathers*. It *rinses off*. It is *white* (no stained soap-dishes). And when a self-respecting male emerges from an Ivory bath, he bears with him no accusing scent to convict him of beauty-parlor methods. His unspoken message to the world is, "I've just had a corking good bath," which, to most of the world, means unmistakably an Ivory bath.

PROCTER & GAMBLE

IVORY SOAP

99 44/100% PURE IT FLOATS

YOUR face deserves more than mere scientific justice—Guest Ivory (made small especially for faces and hands) provides stern cleanliness and adds a touch of soothing mercy.



GENTLEMEN BATHERS

it floats!

IF you grew up in the days when they used to drive the funeral hacks back from the cemetery at a smart trot, you are of the vintage of Otho Cushing's gods and goddesses in *Life*. You probably figured that one day you would marry one of those girls. Meanwhile you have married, and twenty years have passed. Meanwhile, too, Ivory has discovered that the Cushing style is a clean, non-physical manner of treating a rather messy subject, that it gives a good "color" to an advertising page, and that it allows a commonplace commodity to become genuinely diverting. Read the copy; it took a young mind to write it, and an old head to approve it.

The Charge Against the Department Store

My Answer Is "No!"

By W. D. Baker

The Rieser Company, Inc. ("Venida" Hair Nets)

IN the July 29 issue of the FORTNIGHTLY we published an article entitled "The Charge Against the Department Store," in which a manufacturer made a detailed indictment against the business practices common among department stores according to his experience. In this article, Mr. Baker, speaking also from the manufacturer's point of view, makes fully as sweeping and detailed a refutation of those charges. Frank discussions are stimulating both to thought and to business, and we welcome any further expressions of opinion or experience on this subject, especially from the angle of the department stores themselves.

I READ with interest the article in your July 29 issue, "The Charge Against the Department Store."

You ask, "Is this indictment true?'' My answer is "No." True in a few cases, no doubt, but as a broad accusation against department stores as a whole, emphatically no.

As a foreword, I might say I have been actively engaged in advertising work since 1906. I have had years of experience with leading advertising agencies—as a production manager, an executive and a space buyer. I have been a solicitor and sold advertising to advertising managers and agencies. So I know both ends of *that* game.

Right now I am advertising manager of a national institution, and supplemental to this advertising work have charge of western sales. I personally spend many months each year on the road selling goods. I call on most of the leading department stores from Chicago to the Coast.

This brief summary indicates, I think, I speak from experience when I answer the various charges indicated in this article, as follows:

1. It states that the average department store buyer is so keen for job lots, distress merchandise and close-outs that he or she has learned little or nothing of cooperation with manufacturers of good, standard merchandise and does not want to learn, etc., etc.

This indictment is unfair and narrow. It is perfectly true that certain types of department stores are keen to purchase job lots. Lots of stores are not. We have on hand this minute a vast quantity of job merchandise we would be glad to sell at almost any price. Yet our sales of our trademarked item, nationally advertised, go merrily along.

It is a mighty good thing for some manufacturers that they are able to dispose of this class of merchandise in this way. Otherwise, the cost of their standard goods would go up. But from a volume standpoint the job lot merchandise means little in relation to total store volume.

I was in a leading New York department store the other day. They were selling hosiery of a standard advertised brand at a low price. The goods were marked "seconds." For the price the public obtained wonderful value, the manufacturer secured an outlet for merchandise, perhaps unsalable through his regular channels. Everybody was satisfied—the department store, not because of big profit, for the retail price was too low to permit that, but because the public was able to receive unusual value. The hosiery department was "sweetened"—the good will increased.

2. It says the average department store buyer has no regard for his word, and not the slightest courtesy or care for the time of the sales representatives who call upon him.

WHY does the author refer merely to department store buyers? Why not to a few buyers in all fields? Why does he not refer, for example, to advertising managers and agency space buyers? I find department store buyers as a class easier to see than advertising agency space buyers. I have found them less prone to evade, to let you down easy. As an example, I remember having made appointment after appointment with a space buyer of a leading advertising agency, only to have word sent out to me, when I presented myself at the time specified, "In conference, call next week." And "next week" never came.

3. The charge is made that far too many department store buyers have little or no knowledge of sound, fundamental principles of buying, such as placing orders far enough in advance to equalize production activity.

A department store buyer is also the sales manager of the department for which he or she buys. His value to his company is dependent on the profit he makes. Departments in leading department stores are conducted in many ways as separate units. Any buyer who can show a profit at the end of a year—also turnover and small inventory—has done his job well. That is what counts; not the simplifying of manufacturing problems.

MANUFACTURERS who complain of difficult manufacturing conditions because of failure of buyers to anticipate their requirements, only have themselves as a class to thank for this condition, because they have made it possible for a buyer to buy from hand-to-mouth. It is as simple as A-B-C. Why should a buyer place large orders, months in advance if there are good manufacturers ready to furnish him his requirements without this procedure? Why should he unnecessarily extend his commitments?

4. The writer says that department store buyers are continually endeavoring to use their buying strength on smaller manufacturers to force unbusinesslike, off-standard, unjust terms, and using devious, irritating, often dishonest methods to accomplish their ends and force manufacturers to bear the capital burden properly belonging to the store.

This is far too general a statement. Undoubtedly it exists in specific instances, but the great department stores as I have personally found them, are not in sympathy with anything which in any way could be classified as "using devious,

[CONTINUED ON PAGE 58]

Shall We "Play for Inquiries"?

A Frank Discussion of the Dangers Which Lurk in Over-Emphasis Upon Inquiries

THERE is a certain type of advertiser to whom an inquiry is apparently the be-all and end-all of advertising. Place in his hands each morning even a modest batch of envelopes duly blazoned with key numbers and all is well along the advertising Potomac.

Inquiries are to him the One and Only Proof Positive of advertising effectiveness and woe betide his advertising manager or agency should either so far forget caution as to insinuate any heresy to the effect that inquiries are not a gauge of advertising.

I grant you that there is a most gratifying satisfaction in marking "SOLD" against a name in an inquiry record and that, therefore, each incoming inquiry throbs with the pleasing possibility of being some day chalked up as a sale directly creditable to advertising. No, I do not undervalue inquiries.

On the other hand, I contend that *insistence upon* inquiries has wrecked more advertising ventures than it has ever brought through to lasting success. (Obviously, I except mail order advertising from this contention.)

The black-faced gentleman lurking in the edifice for fire-wood is this fact—that insistence upon inquiries almost automatically brings about a type of copy which neglects the sales-job through over-anxiety to lure plentiful inquiries. On a commodity which is bought over the counter or is largely sold by local distributors without occasioning correspondence between consumer and manufacturer, this copy-fault can produce the most serious consequences. Continue it too long and the ultimate verdict is—"Advertising doesn't pay—we've tried it and we know."

For the possible benefit of those who have employers or clients over-infatuated with inquiries, I want to explain a rather graphic presentation of the perils of over-emphasis on inquiries which has served me successfully several times since the day when it first came to my aid in selling a changed viewpoint on inquiries.

My connection at the time was with a company selling an item of farm equipment through implement and hardware stores on a nation-wide basis. For many years previous its advertising had been limited to very small space per insertion, followed each year by careful computations and tabulations of relative costs per inquiry. A trade check-up completed a few months earlier had clearly shown that this type of advertising had made little or no impression upon dealers, present or prospective. In the season in question we had, therefore, largely through my advocacy, reduced the list of papers and used page and half-page space in the survivors.

The cost per inquiry had multiplied many times as a result.

The personal consequence was that, at a review conference over the season's advertising, I was being

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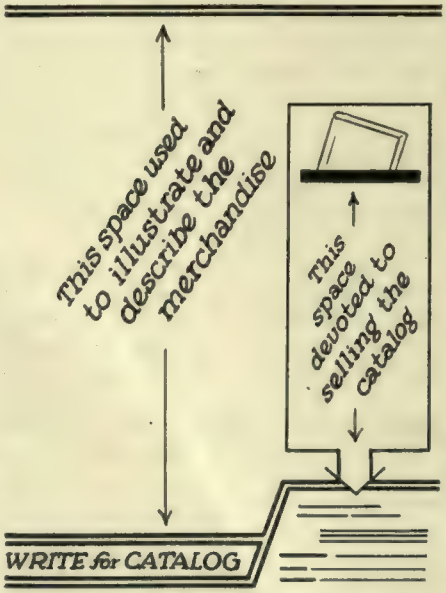
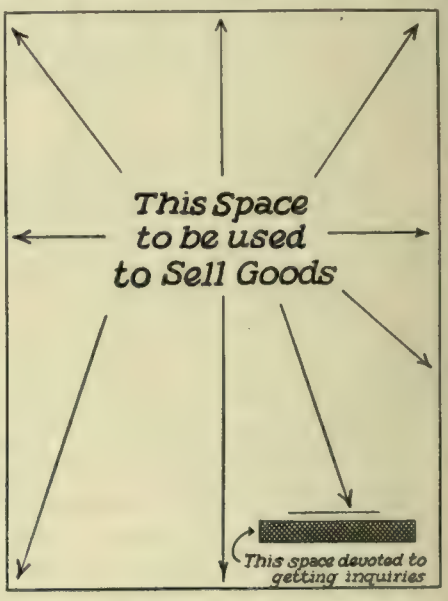




REPRODUCTIONS of the three types of advertising layouts referred to in the article. The first one, making the literature of the company as alluring as possible and emphasizing the word "FREE," is admirably calculated to coax inquiries, at the expense, however, of leaving the many thousands of non-inquirers in total ignorance of the line. The second layout gives about 25 per cent of its space to the obtaining of requests for the catalog, which percentage is wasted upon those who do not inquire. The third advertisement aims toward selling the line to the total number of readers, even at the cost of an impressive inquiry return from the minority. Which type of advertising is best suited to *your* business?

THE · EDITORIAL · PAGE

Beware the Descriptive Trademark

IT is perfectly amazing how many concerns still ignore the plain dangers of inexpertly selected trademarks.

The Real Silk Hosiery Mills has just been told by the Patent Office that its trademark "Real Silk" is not admissible as a trademark—even though it is designed in Japanese lettering. The reason is, of course, that the words are "descriptive." The best way to indicate to a layman what this means is the phrase of a well known advertising man, now dead, who said to a client who insisted on adopting a descriptive trademark name. "Good Heavens, man, you can't take the dictionary for a trademark. Words like the air are free to all, and if everybody did that there'd soon be no words left that weren't private property!"

Advertising to the tune of a million or more has been spent to establish "Real Silk" as a trademark. A scandalous proportion of such accumulated trademark good-will is now lost. It would have been cheap to have spent $100,000 getting a trademark specialist's counsel before adopting this name, as it now turns out.

Teeth in Truth

THAT membership in a Better Business Bureau does not carry with it immunity from thorough investigation and impartial action was graphically demonstrated recently in the case of a prominent dry goods store in one of our large cities.

This store, a member of the local Better Business Bureau, had persistently violated three of the principles of the bureau and after ineffectual attempts had been made to induce the concern to eliminate the objectionable advertising practices, the Board of Directors met and unanimously adopted a resolution suspending the store from membership, "subject to reinstatement by action of the Board of Directors at any time after the expiration of thirty days upon satisfactory proof of compliance with the Bureau's declaration of principle."

The head of the offending concern demanded public retraction of the Board's resolution and the immediate resignation of the Bureau Manager, declared his store to be "bigger than the Bureau," and threatened to spend a fortune in satisfying his demands.

To the credit of the whole movement for Truth in Advertising, we are glad to be able to report that the Board of Directors stood firm and the store had to take its medicine.

When more communities, and more advertising organizations, adopt this aggressive and uncompromising policy we may expect to see real progress toward Truth.

The Farm Is a Community

WE were interested to note in the LaSalle University *Business Bulletin* for August that when it comes to edge tools, farmers are larger users than carpenters.

The fact is, the farm must be almost if not quite as large a market for a great many products as various trades that one would naturally think of as being the chief market. For the farm is in many respects a complete community, requiring the services of a number of trades and professions, which must of necessity be performed by the farmer or some of his helpers. In performing these services, the farmer must have tools or equipment to work with; hence the purchase of many articles for the farm home that the city-bred man would never think of as a home need.

With every prospect of good harvests this year, which will mean prosperous times on the farm (and particularly so because the 1924 harvests enabled the farmers in many sections to clear up their accumulated indebtedness), the manufacturers of equipment and supplies will do well to turn their eyes farmward right now.

A Promising Percentage

THE Cleveland Trust Company reports that a careful compilation of the figures from a large number of diverse kinds of businesses indicates that 43 per cent of the total volume of manufacturing, transportation, selling and financing normally takes place during the first half of the year, and the remaining 57 per cent during the second half. This augurs well for Fall business.

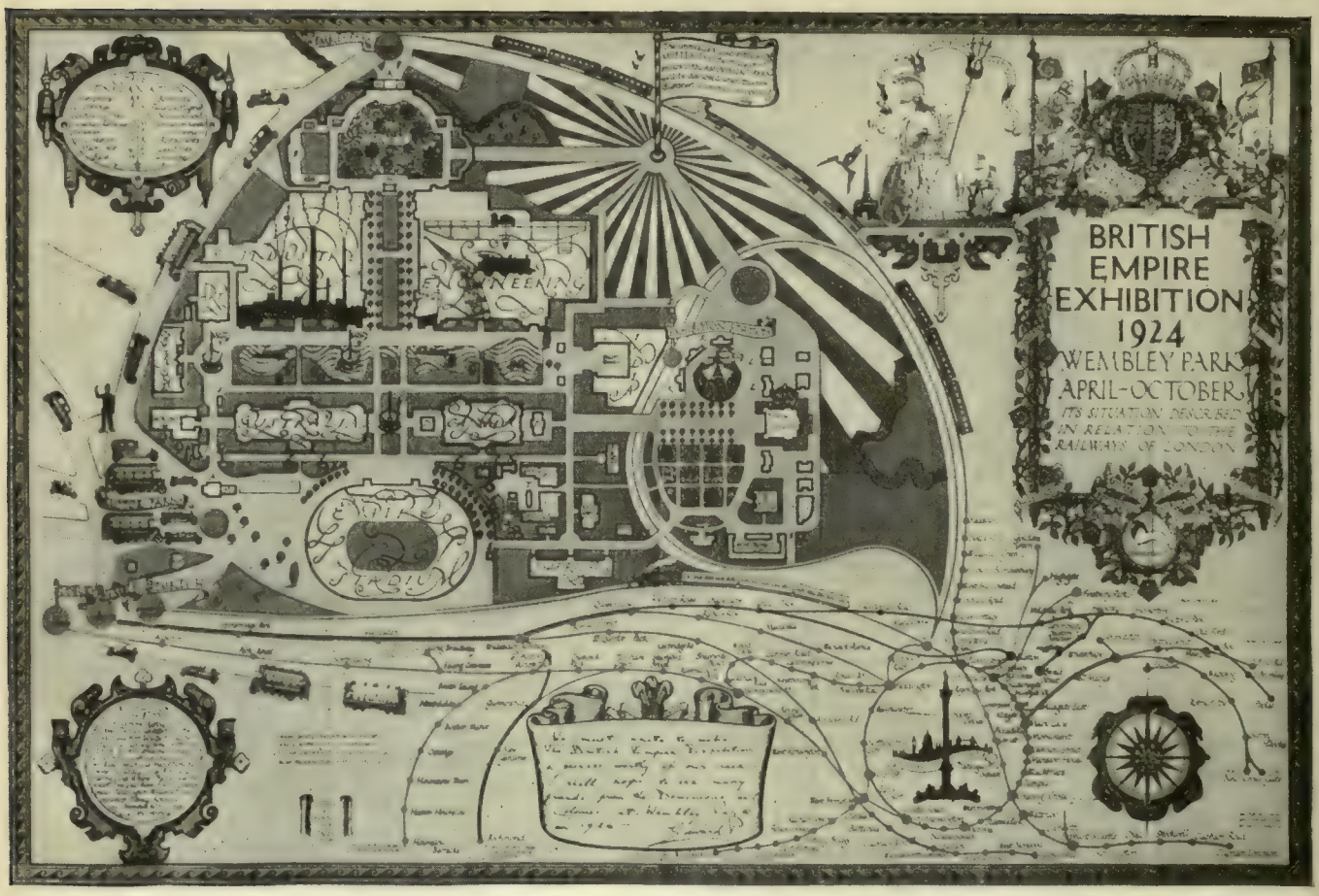
A Reflection on the Advertising Industry

FOR years the advertiser has complained about the lack of uniformity in page sizes of publications which results in so much waste in costly art work, type composition and plate-making, to say nothing of the annoyance of working in spaces of so many different dimensions.

No intelligent advertising man would suggest for a minute that all publications adopt an absolutely uniform page size; such standardization would destroy the individuality of our periodicals. But when, as was recently developed by the study of one advertising agency which was laying out a schedule for twenty-nine business papers, it developed that twenty-five different sizes of engravings would be required; and when it is realized that out of four hundred and ninety-six class publications there is a range of ninety-five page sizes, and twenty-seven page sizes among fifty-seven national magazines: then it becomes apparent that publishers are overlooking one of the most obvious opportunities to simplify the mechanics of advertising and to help the advertiser cut production costs. It has been talked of for years, but little has been done.

We learn that the Division of Simplified Practice of the Department of Commerce is now making a detailed study of this wasteful condition preliminary to suggesting to the publishers of America some measure of standardization.

It seems to us a reflection on the progressiveness and business acumen of the entire advertising industry that the impetus for such a step should have to come from a Governmental agency.



When One Goes to Wembley

WE have all seen the progenitors of this map—the strange old drawings, generally on parchment, of the conceptions of this earth held by the old visionaries, with their quaint script lettering, their "terra incognita" indicated by weird dragons, their oceans indicated by grotesque fish of mammoth proportions beside pigmy ships; with the cherub's head in each corner, cheeks puffed out and lips pursed, to indicate the various winds. And almost identical in technique, in lettering and in symbolism, is this map of the British Empire Exhibition at Wembley Park; different mainly in the fact that it is accurate in the principal details and is carefully scaled.

The original loses much in its reproduction, as one of its most attractive features is its bizarre color scheme. Green, yellow and blue play prominent parts, with a lavender motif running through the whole, and with the principal stations indicated in red. Trains, trams, buses, taxicabs and automobiles take the place of the medieval ships of the older maps; a gigantic traveling crane with a dependent locomotive represents the section devoted to engineering; smoking stacks of heroic proportions typify industry; the gardens have flowers, the lakes float boats, the blue rivers —upper left and middle right— support lavender fish navigating in the general direction of Trafalgar Square, many details of which are lost with the loss of color.

AFTER all, the object of this map is not to sell the British Empire Exhibition to the British people. That was done during the course of the months and even years preceding the opening of the affair in April of 1924. It is designed to encourage the attendance of whoever might happen to be in London while the exhibition was taking place. With this in mind it has been reproduced on the reverse side of a descriptive folder which sets forth in detail the various attractions offered, together with pictures of the numerous exhibition buildings as well as a comprehensive view of the fair grounds as a whole. This descriptive matter is printed in a number of different languages best designed to reach everyone who might be interested. Thus it serves as a circular as well as a guide.

There is nothing new about the utilizing of maps. In America we use them frequently to indicate office removals, changes of address and for similar purposes. We produce some very good maps; accurate, detailed maps with little red X's to indicate the spot where the body was found, or whatever it is we want to indicate. We even go in for symbolism to a certain extent with very fair success. But in spite of all this our maps remain—just maps. They may show us at a glance the most direct way of getting from Avenue A to West One Hundred and Eighty-seventh Street, but they arouse in us no burning desire to get there. They may satisfy our craving for details, but they do not pique our interest or our curiosity. Quite possibly such is not their intention, in which case we can thank the British for the discovery of a new selling medium which we ourselves have completely overlooked.

BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn
INCORPORATED

An advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
Frank Baldwin
Bruce Barton
Robert Barton
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
E. H. Coffey, jr.
Francis Corcoran
Margaret Crane
Thoreau Cronyn
Webster David
C. L. Davis
Rowland Davis
W. J. Delany
W. J. Donlan
Ernest Donohue
B. C. Duffy
Roy S. Durstine
G. G. Flory
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Gilson B. Gray
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Clara S. Hawkins
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
S. P. Irvin
Henry S. Jones
Charles D. Kaiser
Dorothy Kenney
R. N. King
D. P. Kingston
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
Harford Powel, jr.
T. Arnold Rau
Winfield Shiras
Irene Smith
John C. Sterling
J. Burton Stevens
William M. Strong
Charles Wadsworth
D. B. Wheeler
C. S. Woolley

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

Copy Policies That Fix a Firm's Identity

By Caroline L. Overman

A COPYWRITER beginning work on an account asks naturally "what is the message to be put across?" This sounds rather elementary, but I come into contact with a good many people who are trying out copywriting as a profession and find that many of them think that the main thing to be done in writing copy is to say something startling or convincing or entertaining or profound about the commodity in question. This of course is important but not nearly so important as to decide the general plan of what the client is to say to the public and just *why* he is to say it.

Every piece of advertising copy must be written with a definite purpose. Suppose our copywriter is taking up work on an account which has been successfully developed for a considerable time. Here is a great business producing a fine product which practically everybody knows. It has been advertised for years and intends to keep on indefinitely. This looks like the easiest of copywriting problems but it is really one of the hardest. There has already been built up in the mind of the public a definite conception of this business. This conception is probably more valuable than its buildings, its surplus, its organization or its patents or possibly all of them together. It is the easiest thing in the world to mar this fine conception. The task of the copywriter is precisely like that of an architect taking over a great building only partly completed. It is his privilege to enlarge or enrich, but whatever he does must be done in harmony with the workers who have preceded him or the result of his work will be destructive, not constructive.

Suppose in another case, our copywriter is dealing with a business long established and with a good product or good merchandise which is widely known to the public, but the prevailing idea of it may not be exactly what the owners of the business would like to have it. The problem is to change the way in which the public thinks about the business. We have two very interesting examples of this situation in current advertising in New York dailies. I mean, of course, the Macy advertising and the Childs Restaurant advertising. Both of these businesses are household words, not only in New York but throughout a large part of the country. They don't need to be any better known, they probably don't want to do more business but they want the public to think of them in a somewhat different way—a more dignified way. They are fighting for their rightful place in public esteem and, in these two instances, with great success. This kind of institutional advertising is one of the most interesting copy problems any writer can attempt. Successfully solved it brings appreciation and glory. There are a good many failures on record.

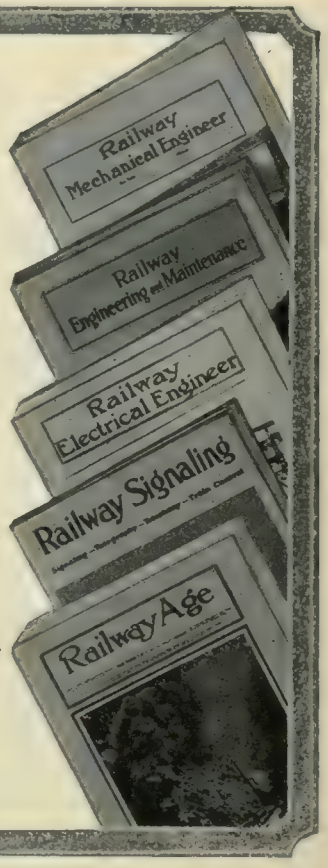
Mrs. Caroline L. Overman
Vice-President, Churchill-Hall, Inc.

A THIRD problem in advertising is neutralizing unfair or unworthy competition. In advertising a high grade product which naturally costs more than an inferior one, the copywriter has to explain this difference in quality so that the people will be willing to pay the difference in price without being prosy, because the public will take in just about so much education about merchandise and no more. The copy must, above all, be good humored. Vindictive or ill-natured advertising copy is never effective.

I had an interesting problem of this sort in my own experience. For many years I wrote the copy for Revillon Freres, Fifth Avenue furriers, who sell only very choice furs which are naturally costly. It is difficult to say anything about a mink coat at four thousand dollars which you cannot also say, and with some degree of truth, about a mink coat at two thousand dollars, and even then some writer for a little side-street furrier will say exactly the same thing about a mink coat costing a thousand dollars, only in this case it is not quite so truthful. The difficulty extends to the illustration. A drawing of a fur coat can show the quality of the ad you buy, but only relatively the quality of the original garment.

As a consequence of these conditions we said very little about fur garments in the Revillon advertising. Instead, we talked about the company's fur trading posts in Northern Canada, Siberia and Persia; about the Indians and Eskimos who trap the furs; about the difficulties of transportation and how Revillon have their own supply steamers, their own trading schooners, their own river boats, sledges and dog teams. After this had been done for a number of years Mr. Revillon sent Mr. Robert Flaherty of the Royal Geographical Society, and a wonderful motion picture man in the bargain, to live in the North for a year and make the film, "Nanook of the North," which many of you may have seen. This kind of advertising created a general atmosphere of quality, so that people who could appreciate and pay for furs of the better class would naturally think of Revillon and feel that any purchase made there justified the price, which

8,044	Average Net Paid Circulation Jan. to June. 1925	**To Mechanical Officers.** Locomotive and Car Design, Construction and Repairs, shop equipment and machine tools.
8,627	"	**To Engineering and Maintenance Officers.** Bridge Building, Water Service and Track Construction and Maintenance.
2,112	"	**To Electrical Officers.** Electric Power and Light for shops, cars and buildings. Heavy Electric Traction.
4,912	"	**To Signal Officers.** Signaling, Telephone and Telegraph, Automatic Train Control.
9,482	"	**To Executives, Operating Officials, Purchasing Officers and Department Heads.**
33,177	**Total Average Net Paid Circulation** All A.B.C. and A.B.P.	



Departmental Publications That Select The Railway Men You Want to Reach

That is the outstanding value to you of the five departmental publications in the *Railway Service Unit.*

The net paid circulation figures listed above prove that the men in each branch of railway service want a publication which is devoted exclusively to railway problems from the standpoint of their department—and the classification of subscribers given in the A. B. C. statements proves that these departmental publications reach the men who specify and influence purchases in each of the five branches of railway service.

Our research department will gladly cooperate with you to determine who specify and influence purchases of your railway products and how those railway men can be reached most effectively.

Simmons-Boardman Publishing Company, 30 Church St., New York

"The House of Transportation"

Chicago: 608 S. Dearborn Street Cleveland: 6007 Euclid Avenue Washington: 17th and H Streets, N.W.
Mandeville, Louisiana San Francisco: 74 New Montgomery Street London: 34 Victoria Street, S.W. 1

The Railway Service Unit

Five Departmental Publications serving each of the departments in the railway industry individually, effectively, and without waste

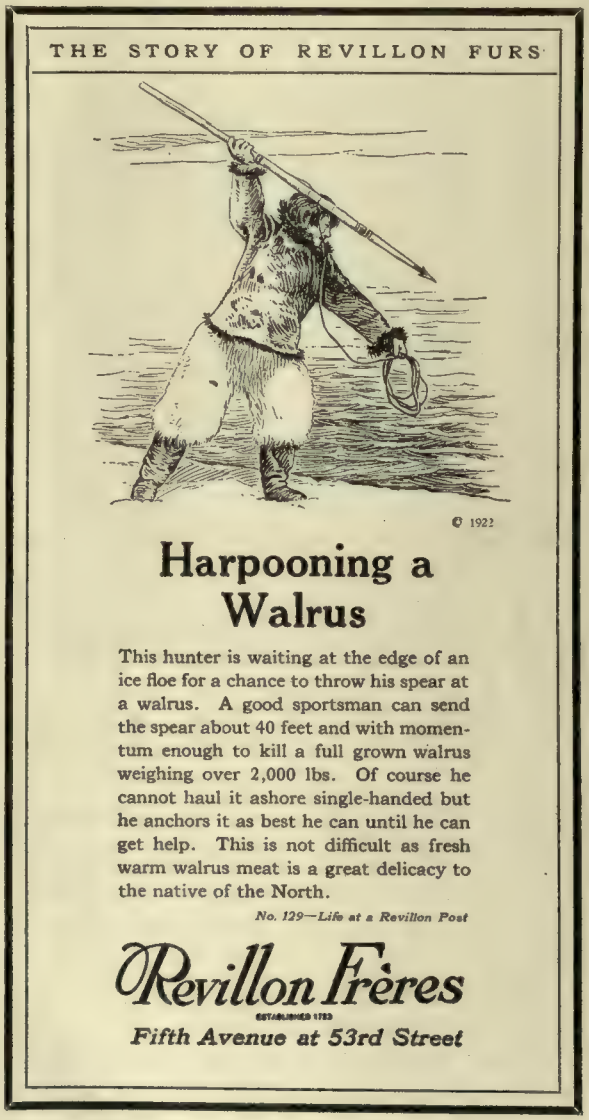
was asked by this particular concern.

Similar to this situation of meeting competion of inferior goods is the job of neutralizing too broad a statement by a competitor. There is an interesting example of this now current. Ivory Soap, known to everybody as a general housework soap, as a wonderful cleanser of clothes, has been widely advertised as a toilet soap. Palmolive, exclusively a toilet soap, has framed a very ingenious statement to the effect that they do not recommend it for washing clothes because any soap that would wash clothes properly would lose much of its cosmetic value. I think this is a fair retort and that it will do its part in safeguarding "that schoolgirl complexion."

Perhaps the most frequent purpose of advertising copy is to increase volume of sales. This applies alike to national advertising, advertising in a given territory and to local retail stores. "We can make enough if we can sell enough" is a good business axiom. Recent researches in the cost of overhead have shown everybody the necessity of speeding turnover and increasing volume. The business which is breaking even on a certain volume of sales would make a fair profit with 20 per cent more and be coining money on 50 per cent more. Naturally manufacturers and merchants are anxiously seeking the kind of copywriters who can give them such an increase.

The copy policy is the carefully determined choice of the message which is to be communicated from the advertiser to his public. With a sound copy policy the copywriter of ordinary attainments will produce highly gratifying results. With an unsound copy policy the most brilliant writer is likely to come a cropper.

Sometimes a copy policy is determined by the advertiser himself, and delivered to the agency like the Tables of Stone on the Mount. In this case the agency has nothing to do but select the best man or the best woman to work out the policy and express the message. Sometimes the copy policy is determined jointly by advertiser, agency executives and the copywriter or writers on the job. This, I think, is an ideal way. Having worked for twenty-five years in small agencies I never could see for the life of me how any copywriter could do successful work on an account of which he or she knew only what had filtered through a number of other intelligent minds. The more intelligent the go-between, the less the copywriter will get of the advertiser's real needs and wants. I am a firm



believer in the copywriter participating in the executive work of the account at least to the extent of knowing first-hand what it is to be about.

There arises that endless discussion about how long copy should be. One would think that this had been settled once for all by Mr. Lincoln when he said a man's legs should be long enough to reach the ground. Any advertising story should be long enough to reach the point and to get there without giving the reader too much guessing to do. There is nothing to be afraid of in long copy provided there is interest enough to carry the length. Let us remember with some humility that the first outstanding success of advertising was patent medicine advertising which defied all ideas about pleasing appearance, agreeable association, lucidity of style, and, above all, brevity. People read it and gave something for nothing because they read the advertising in terms of their own experience. They were reading about *their* stiff joints, *their* dull headaches, *their* particular assortment of aches and pains, and the magic of self-interest kept them engrossed all the way to the end of the story.

We may make our advertisements as long as we please provided we remember to make them from the readers point of view and not from our own.

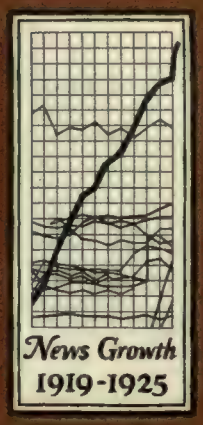
Akin to this is the ability to resist the temptation to write brilliant copy. It isn't the copy that shines but the copy that makes the goods shine which makes a copywriter's reputation. If he can talk about crackers to make you hungry for them, if he can discuss furniture and make his talk sound like "Home Sweet Home" in prose, if he can write about clothes so that you see in every fashion plate an illustration of yourself wearing them, he has fulfilled a large part of his mission in life.

While it is difficult to lay down a rule about the essentials of a piece of advertising copy there are certain qualities which it obviously must have. If we answer quickly as to the relative importance of these we will probably place first *interest to the reader*, but if we think a little while we will see that the most important thing is to express truthfully the character of the business.

Take a familiar instance. You probably all know the Tiffany advertising—a pale oblong in the upper right-hand corner of your newspaper with the bald repetition of the firm name and underneath a single line "Clocks," or "China and Glassware" or "Watches," or "Jewelry." At Holiday time there is sometimes a festal display of the names of two of the departments instead of one. "Pearls and Diamonds" with "Watches" underneath. There is never a word of praise of the merchandise, never any attempt to make

[CONTINUED ON PAGE 64]

The l.d.c.i.A.



IT IS a living thing ❦ Every Spring for the past six years, sure as sap rising, regular as April rains, urgent as new life itself, News circulation surges upward—and *stays!* Two years ago it passed the highest point of other papers' circulations, the assumed ultimate, and became the *L*argest *D*aily *C*irculation *I*n *A*merica ❦ ❦ For two years since, it has kept growing ❦ ❦ In the little chart of New York daily circulations on this page, study the swift upward thrust of the News ❦ ❦ a line of life, a course of influence, a path of power ❦ while the other lines hold level, the other papers lag along ❦ ❦ Now the largest daily circulation in America runs well over 900,000 copies, represents more than two-fifths of the morning circulation of New York, reaches at least every other family in New York City—*and is still growing.* Growth means more life—an active medium makes a live message ❦ ❦ Growth means power—reaching more minds every day ❦ ❦ Growth means influence—*selling itself* constantly this paper can sell for the advertiser ❦ ❦ And growth means value—more circulation per agate line for the advertising message and the advertising dollar ❦ ❦ Never forgetting the extra value of the small page—visibility that gets the message seen ❦ ❦ ❦ Buy News on a rising market!

Six Years of Growth:	
July, 1919	27,120
July, 1920	247,899
July, 1921	405,449
July, 1922	514,707
July, 1923	655,539
July, 1924	782,976
July, 1925	909,298

Have you read TELL IT TO SWEENEY? Write for the series on your business letterhead.

THE NEWS
New York's Picture Newspaper
25 Park Place, New York
Tribune Tower, Chicago

Victor F. Lawson as I Knew Him

By John Lee Mahin

MY first contact with Victor F. Lawson was in May, 1891, when I presented to him a letter of introduction from A. M. Barnhardt, of Barnhardt Bros. & Spindler, Chicago type founders.

After three weeks on the old *Chicago Times* I had given up my job because I found that the circulation figures given me by the management were grossly inflated, and that there really was nothing of a standard character in the *Times'* rates, policies or methods.

My interview with Mr. Lawson was very brief. He explained to me that Mr. S. S. Rogers had charge of the advertising and Mr. A. G. Beausnisne headed the subscription department.

He passed me on to them and a few days later I was engaged by Mr. Rogers to handle classified advertisements at the front counter.

Practically every day for nearly a year I saw Mr. Lawson around the office. He never spoke to me and apparently never watched me but I was profoundly conscious all the time I was in his employ that everything we did was planned and supervised by Mr. Lawson.

When I went out on the street soliciting advertising for the *Daily News* I met much criticism of Mr. Lawson's "arbitrary" rules. These rules were explained to me by Mr. Rogers as having been made by Mr. Lawson in the readers' interest. I never had a man question Mr. Lawson's sincerity though many questioned his judgment.

When I left Mr. Lawson's employ he took no notice of it and it was not until I engaged in the agency business and had reasons to consult with him in the interests of my clients that I realized what a charming personality he possessed and how really open minded he was in considering every phase of the subject before reaching a conclusion. To him an invariable system, an unalterable method of procedure meant Economy, Efficiency, Justice, Fairness, Decency and Integrity.

The Late Victor F. Lawson
Publisher, "Chicago Daily News"

His self-respect demanded that everything be carefully thought out and a formula adopted, and then rigorously and relentlessly maintained. Yet he had a very soft side to his nature. His friendships were few but very deep. Perhaps the best illustration is a story concerning his relations with the late W. N. McKinney of N. W. Ayer & Son. Mr. Lawson introduced Mr. McKinney to Mr. Hurlburd, president of the Elgin Watch Company. Mr. Hurlburd changed the Elgin advertising account from Lord & Thomas to N. W. Ayer & Son. Mr. D. M. Lord called on Mr. Lawson to protest and Mr. Lawson smilingly listened and merely said, "Why, Mr. Lord, Mr. McKinney is my most intimate personal friend."

While Mr. Lawson acquired a reputation of being original and distinctive in his business methods he never impressed one as being creative in any sense of the word. The idea of the one cent newspaper which Mr. Lawson developed was originated by Melville E. Stone. Mr. Lawson was publishing a Swedish paper when Mr. Stone got so deeply into Mr. Lawson's debt by having Mr. Lawson print the *Daily News*, that Mr. Lawson had to take over the property to protect his account.

Mr. Lawson's management was administrative rather than creative. I do not know of anything that he did first. I know of many things he did so much better than anyone else that his methods were regarded as standards.

He resented keenly the accusation of being arbitrary. He was always willing to explain why he had originally adopted and continued to maintain each particular rule. He never closed his mind to the idea that there would never be a better way or that a rule once made should not be changed, but he never permitted anyone to make any changes but himself. He particularly emphasized the fact that the rules he was most frequently accused of making, because he was rich and powerful, had been made when he needed money badly and had been adopted because he was sure they were right, and for no other reason.

He was a great manufacturer. His outside investments almost invariably took the form of manufacturing enterprises. He loved machinery, he reveled in mass production; he abhorred waste and useless motions of any kind. To him, stability and decency were synonymous.

Why Mr. Lawson never turned his mind to creation of advertising revenue is one of those mysteries I cannot understand. He apparently left everything to Mr. Rogers, yet I know that Mr. Rogers would not have adopted any *rule* or established any *standards of procedure* without having Mr. Lawson's approval.

Capper's Farmer

today is delivering more tangible editorial value to its 800,000 prosperous farm homes than at any previous time.

Probably that's why the September 1925 issue of Capper's Farmer carries more advertising linage than any other September issue in its history.

Capper's Farmer

Demonstrating at the Shopper's Expense

By Allan P. Ames

SPEAKING geometrically, the retail salesman is a triangle. His three sides touch, respectively, the manufacturers whose goods he sells, the retail distributor who hires him, and the consumers who face him across the counter. In a commercial Utopia he might well be equilateral, dividing his allegiance evenly among these three interests. The pressing realities of a hard world, however, have made him anything but symmetrical. Naturally, and as a matter of self-interest, he thinks of his employer first. But from the manufacturer's standpoint, how to make him maintain a fair and impartial attitude toward competing products is one of the most vexing questions of wholesale distribution.

Of late years the seriousness of this problem has been augmented by the spread of the system of demonstration characterized as "hidden," or "blind" or "secret." Under this system, for his services in "demonstrating" or pushing certain brands of merchandise, the salesman receives additional compensation which is arranged for in different ways, as bonuses, commissions, prizes, etc. His service is "hidden" not from his boss but from the customer, who has no reason to suspect that the persuasive person behind the counter who talks so convincingly of the merits of "Blank's Cold Cream" is being paid by the Blank company for the favor.

When the system first came into use it was the manufacturer who approached the retailer with the proposal that the latter permit the manufacturer to share the expense of the salesman's salary by means of such bonuses or commissions. From this it was an easy step to the point where the retailer refused to stock the manufacturer's goods unless the latter engaged some of the retailer's salesmen as demonstrators and paid part of their salaries. Now, in certain large department stores, many of these demonstrators receive all their compensation from the interested manufacturer although ostensibly employees of the store where they work.

For 1925 We Have Resolved to Eliminate "Blind" Demonstrations

THE intensive merchandising activities of the last decade have developed what has come to be known as "Blind" Demonstrations. Such demonstrations are in charge of a salesperson, ostensibly an employee of the store, whose dual duty it is to supply—without an attempt at substitution—the article called for by the customer, and, at the same time, sell a certain amount of merchandise produced by the manufacturer who pays a part or all of the salary.

WE ha[illegible]come co[illegible]

In a recent investigation of this subject covering a large number of department stores in many different States, the American Fair Trade League discovered an unexpected amount of confusion over terms and definitions. In the case of the demonstrator, his rightness or wrongness rests upon the answer to just one question—Does he deceive the customer? So far as the "hidden" demonstrator is concerned, there is only one correct answer. The customer is deceived because he or she supposes that the salesman's advice is unbiased and influenced only by a desire to give the best service.

The Fair Trade League's survey leaves no doubt that this fact is acknowledged by the great majority of department store merchants. Out of more than one hundred department store managers who wrote to the office of the League during the past month all but two declared that they oppose this class of demonstration and commended the stand which the League has taken against it. One of them, "The Emporium," the largest department store in San Francisco, is using space in the San Francisco papers to educate the public about the evils of the practice. One of these advertisements is reproduced on this page.

A great Chicago store, an institution which is known throughout the world, wrote that it is opposed to hidden demonstrators, and added, "This practice is entirely inconsistent with our desire to render the most helpful and efficient service possible to our patrons."

The two department stores which defended the practice put up an argument that the customer really benefited because the subsidized salesman or saleswoman was trained regarding the uses of the goods he or she demonstrated and therefore was able to give the customer better service. One of them wrote:

> "If you go to a perfume department and pay $2 or $3 or more an ounce for perfume, you would certainly rather buy it of one who had the ability to judge your personality enough to sell you perfume that would be pleasing to you rather than buy from a $10 a week salesgirl, and after enduring an unsatisfactory aroma for a few days throw it away."

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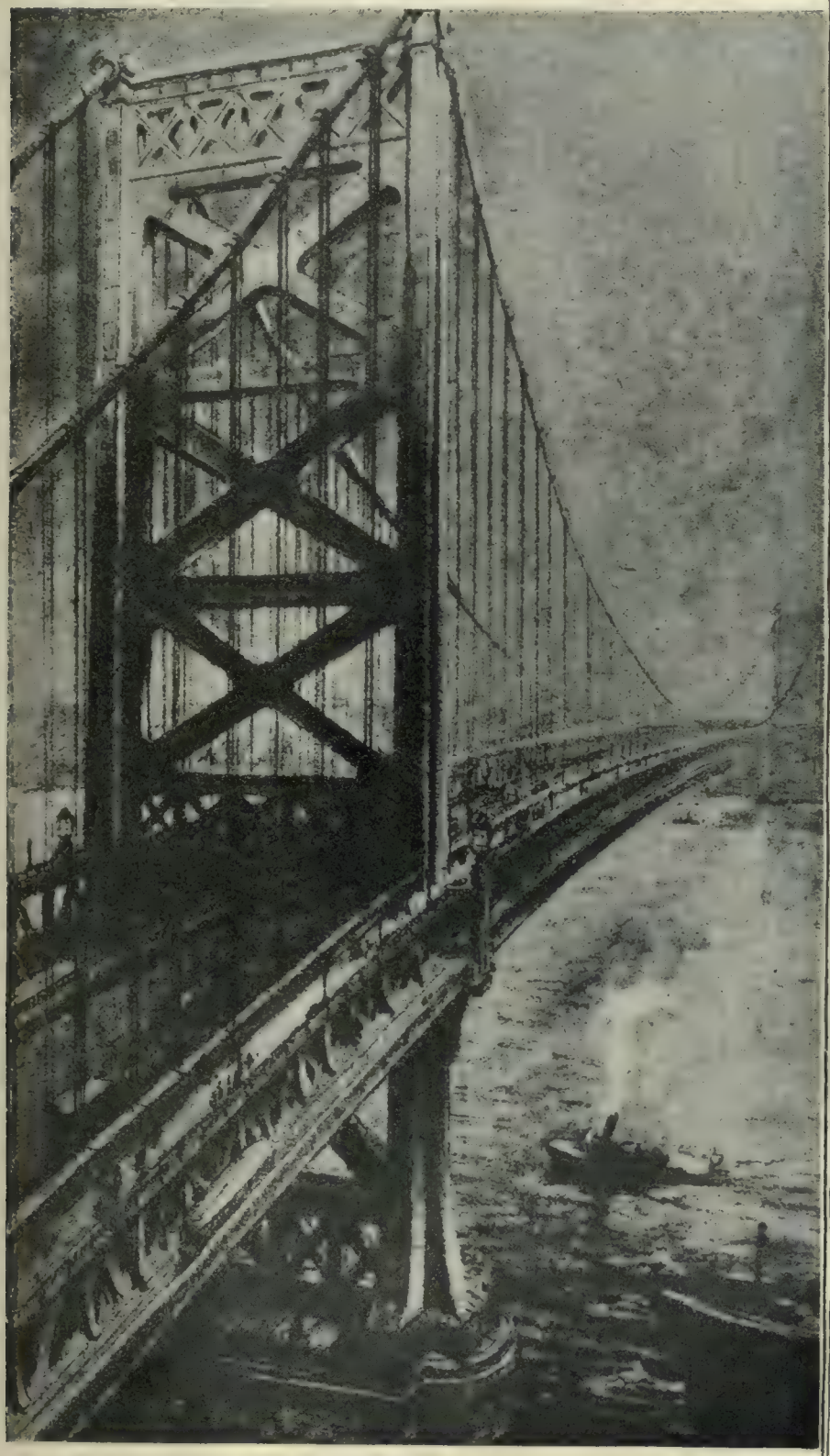


DELAWARE RIVER BRIDGE—now under construction at Philadelphia

(*Reproduced by courtesy of The New York Times*)

IF the framework of your advertising is solid, safe—you will avoid worry over the future of your selling.

Build a business into the businesses of a few thousand strong stores—and every year will be its big year.

By means of the Economist Group —(DRY GOODS ECONOMIST and MERCHANT-ECONOMIST) you talk business to 45,000 important people — owners, managers, buyers, executives—in 35,000 stores, the leaders in 10,000 cities and towns. These stores do *three-fourths of the total business of the nation in dry goods and department-store lines.* The sales success of any such line depends on their buying favor and on their selling fervor. Tell and sell the merchant —and he'll tell and sell the millions!

THE ECONOMIST GROUP
New York (239 W. 39th St.)
and ten principal cities.

THE 8-pt PAGE

by Odds Bodkins

TO what unnecessary ends do we go, in art and copy, to try to make people want what we have to sell!

Last week in Boston I called on the secretary of the New England Ice Cream Manufacturers' Association. On the wall of his office hung a plain gold picture frame inclosing a piece of black velvet. Against this piece of black velvet was a simple cutout of a brick of ice cream, with one slice half cut. No copy—not even an "Um! Good!"; no art scenery; nothing but that brick of ice cream. Yet so luscious did it look that when I left that office I was absolutely under the control of one idea: to get to some place where ice cream could be bought, and get there quickly! Which I did. And this in spite of the fact that I am not an ice cream addict, and practically never patronize a soda fountain or an ice cream parlor.

I believe that simple framed cutout, hung in any store where ice cream is sold, or displayed in the window of such a store, would almost double ice cream sales. It represents an elemental appeal to appetite, without any of the cluttering impedimenta of art or copy that make up a conventional advertisement.

—8 pt—

Francis Sisson of the Guaranty Trust Company told a good story at the recent bankers' convention. It may be an antique but it was new to me; anyway, it is worth retelling.

A hunchback who worked for a textile house conceived a desire to go out on the road as a salesman. He knew the line and he knew how to present it. But he was told that on account of his personality it would never be possible for him to make a success at selling.

He thought this over for some time, and then one day went to his boss and told him he had a plan to overcome his handicap. The boss listened and agreed to let him try it out.

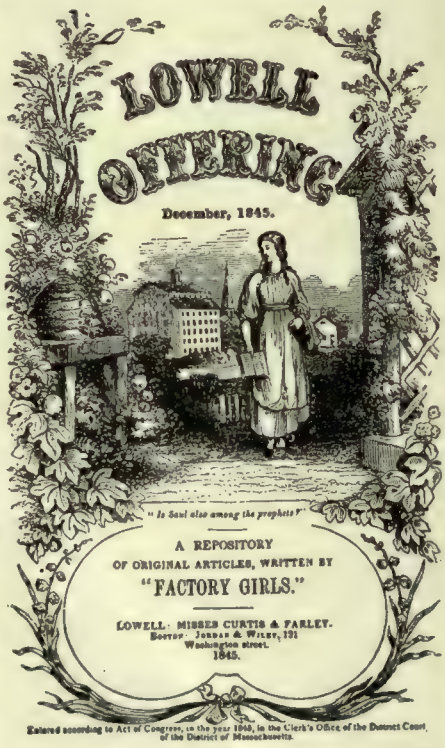
So the hunchback went out and hired the porter in front of the building, a great buck negro, a magnificent creature six feet three and one-half, wearing a blue-and-gold uniform. He loaded upon this colored giant his sample case and went out for his first call, and this was his opening:

"Now, I have got a line of goods I know you need. They meet just exactly the market conditions. I know this line of goods thoroughly, but I have been told I cannot sell because I lack personality. Now, I have brought a man along with me who has personality, and I want you to look at him and listen to me."

Sisson didn't tell the sequel, but I'm willing to bet that the hunchback made good. Better than some of the advertisements I see with elaborate borders and illustrations but weak copy that seems to say, "Look at the art work and be impressed; we words are just here to fill the mortise."

—8-pt—

The editor of *Inspection News*, published by the Retail Credit Company, of Atlanta, Ga., has dug up what seems to be the oldest house-organ. It was called *Lowell Offering* and was published in 1845. A reproduction of the cover is shown below:



It looks to me more like one of the large picture cards they used to give you at Sunday School when you had accumulated ten of the small bird or flower cards with scriptural verse!

But seriously, I am interested to know: Can any reader of this page reproduce an older house-organ?

—8-pt—

The morning's mail brings me a letter from Jerry Fleishman of Baltimore telling of a new plan the Yellow Cab Company of that Southern city has inaugurated to make it easier for people to get a Yellow taxi when they want one.

The company has put telephones in United Cigar Stores in the business section of the city, which 'phones are directly connected with the Yellow Cab central dispatching office. The person desiring to call a taxi has only to step into a United Cigar Store, lift the receiver of the telephone carded "Yellow Cab Telephone" and order a taxi, without paying a cent. The company pays the telephone company a monthly fee and the United Cigar Stores a modest rental for the space. And there you are!

What next in service?

—8-pt.—

Odds, jr., aged 8, informed me solemnly last night as he was going to bed that he knew why the Socony posters showed a seashore picture.

"Why?" said I.

"They're trying to make people want to drive to the seashore so they'll burn more gasoline," he replied.

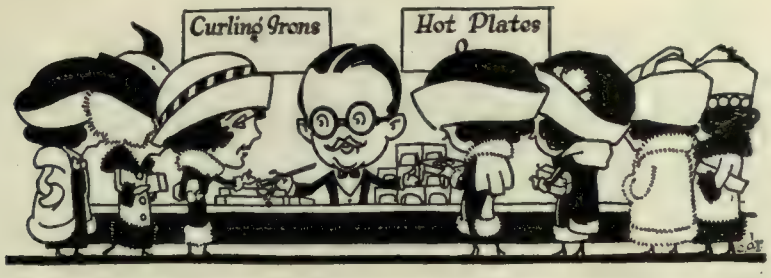
Well, I'm not so sure it won't work out that way! I get the seashore urge every time I see one of these attractive posters.

—8-pt.—

What next! One of my neighbors, who is a scientist of parts, stopped in on my porch this evening to tell me that certain new scientific experiments threaten to prove Einstein's theory of relativity to be erroneous!

I mention this not as a matter of scientific interest so much as to forestall any enterprising salesmanager from putting on a Relativity Sales Contest among his men, only to discover just as Lukins of the Minneapolis territory is crossing the line that establishes him relatively as the winner of the Chevrolet Coupe, that there is no such thing as relativity and the prize must accordingly go to Goodwin of the Memphis district as having sold, relatively, more cases of mustard to baked beans over salad dressing in towns under 5000 to dealers rated B-2 or better, during the last week in June.

Ho hum! How difficult it is these days to keep that simple school-boy conviction!



the crowds are coming to electrical stores

Last year 1,780,000 homes were wired by the electrical contractors of the United States. They used more than $100,000,000 worth of wire, conduit, sockets, switches and other wiring devices to do this work.

Last year, therefore, 1,780,000 new customers began to buy things from electrical stores. These new customers and the old customers of electrical stores last year bought over $750,000,000 worth of electrical appliances, lighting fixtures, portable lamps and supplies.

This thing is happening every year. Every home that is wired for electric service brings a new household into the electrical stores of the country. And again this year, over a million and a half homes will be wired and over a million and a half families will start to shop in electrical stores.

After Labor Day these electrical stores will enter their biggest season, because people buy more electrical goods in the last four months of the year than at any other time.

"Electrical Merchandising," a McGraw-Hill publication, has as its audience the electrical stores of the country—electrical dealers, contractor-dealers, contractors, jobbers, light and power companies selling electrical goods and department and hardware stores selling electrical items.

It is significant that manufacturers of electrical appliances, lighting equipment and allied merchandise buy more advertising in "Electrical Merchandising" than in other electrical trade magazines.

We will gladly confer with manufacturers and their agencies who are interested in reaching the electrical trade.

Electrical Merchandising

A. B. C. *A McGraw-Hill Publication* A. B. P.

475 Tenth Avenue, New York City

BUS service supplements street car service in a number of ways, due to its greater flexibility. Buses may be used to relieve traffic on the tracks during rush hours, carry passengers over spur lines which may be out of repair, and supply many opportunities for adding to the company's revenue during off peak or other hours by running special trips to and from school for the children, by making special shopping tours for the housewives, by carrying fans to the baseball park, and any of a number of methods, either in the regular line of service or for special conditions which frequently arise

How the Motor Bus Is Changing Transportation Methods

[CONTINUED FROM PAGE 20]

finally the forerunner of the present street car made its bow, securing its current direct from overhead or underground sources.

The interesting phase in this gradual development lay in the fact that every new step had its own long fight for recognition and adoption. Old ideas died hard, and the editorial pages of the early technical journals were filled with contributed articles warning against the use of "dangerous" electric current. Doubtless there are many readers of this article who remember hearing, about the time of the Spanish war, of the danger of electric shock when boarding trolley cars. The street car industry itself was cautious about adopting the new methods and changing the basis of capital investment which had prevailed for so many years, but finally modern scientific inventions won and the street railway industry became the *electric* street railway industry.

Again, with the advent of the motorbus, the street railways of the country were faced with a problem. Unrestricted jitney service had already given the railways a taste of competition, and now came this new competitor. Strong companies were financed and made bids for rider fares. Should the railways turn a deaf ear to the lusty cries of this young giant, or should they shelter it, nourish it and give it the benefit of their rich transportation experience, making it earn for them?

It was a momentous question, and the 821 electric railways in this country, representing a six billion dollar industry, were forced to face and answer it. Should they protect this vast investment by looking upon the bus as an ally, incorporating it in their systems and placing themselves in the position where they could ultimately hope to control the situation?

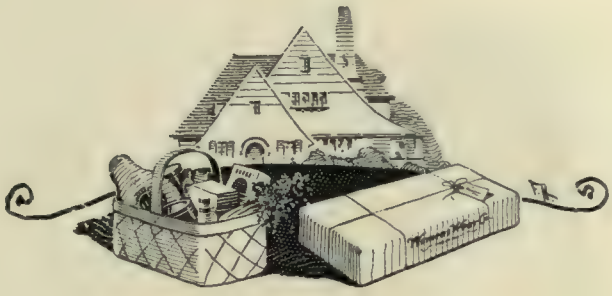
How well they are solving this problem is indicated by the fact that over 250 electric street railway companies are now using buses as a part of their systems.

Bus operation by railways does not mean that a six billion dollar industry is being scrapped. It does mean that service is being supplemented and extended, capital investment protected, new territories opened, off peak hours utilized and many problems of city transportation conveniently and cheaply solved.

For example, consider what is known as extension service. A new real estate development is being opened a few miles beyond the terminal of a street car line. Homes are rapidly being built, and a new community is waiting to be served and transported to the city. To extend track into the new territory is perhaps prohibitive in cost. The bus supplies the answer, and brings the patrons to the end of the car line, at which point they transfer.

Or take the problem in a big city where the factory district lies on the outskirts. Here the situation calls for express service, during peak hours, to carry the workers. Express service on the tracks of the cars would conflict with short ride passengers. In consequence a way out is seen by scheduling express service on the car line and maintaining parallel bus service to take care of the local short haul traffic.

Again, a short spur of track, connecting two parallel lines, may be in bad condition. To repair it would cost more than the earnings will stand, and yet the franchise must be protected. Bus service often



Food, Shelter,
Raiment

all are bought
with this publication
as their guide
by More than a Million
Women Readers,
who Know they are getting
Full Value in Quality when

GOOD
HOUSEKEEPING
SAYS
SO

Prepared by The Powers-House Co.

THIRTEEN years of experience in serving the advertising needs of an impressive number of Cleveland's ablest and most successful manufacturers amply equip us to render sound and constructive advertising service.

—The
Powers-House
Advertising Co.

HANNA BLDG. Est. 1912 CLEVELAND

Marsh K. Powers, *President* — Frank E. House, Jr., *V. Pres. & Gen. Mgr.* — Gordon Rieley, *Secretary*

meets such a problem, the tread of the tire replacing the steel rail.

Owing to its flexibility, the bus has given to the electric railways many opportunities for adding to revenue, during off peak and other hours. It can carry the children to school, and bring them safely back. It takes the housewife on her shopping tour. The baseball fans are transported to the ball park. Theater parties are accommodated. Conventions are taken care of. Theatrical troupes are transferred to the next city. These are only a few of the many ways by which the bus is becoming the servant of the electric railways, and through them the willing servant of the riding public.

YOUNG as the industry is, the bus has gotten into the active consciousness of the people and has become a part of our national life. This is equivalent to saying that what the public wants will be the determining factor in what the motor bus industry does in the future. Today it is building up a new transportation structure, filling a real need in community life, with a new measure of comfort and convenience and an almost unlimited freedom of movement and speed. It is doing much to win public support of reasonable highway legislation, inducing a better attitude on the part of bankers, many of whom have not yet learned to like the odor of gasoline. It is attracting capital, influencing the availability of labor supply, creating new marketing centers and affecting the location of industrial districts with reference to residential districts. It is affecting the layout and width of traffic arteries in cities and country districts, as well as bringing about a great growth in the automotive maintenance field.

Today, no matter where one goes, he is not far from a bus line. All over the country, in the thickly settled East, on the plains of the Middle West, over the mountains and deserts of the Far West, and along the Pacific Coast, the motor bus is growing. New lines are constantly being opened up and older ones expanded both as to length and frequency of service.

In the larger cities like New York, Chicago, Detroit and St. Louis the double-deck buses seating from 48 to 69 passengers are a common sight. One large company which operates buses as well as manufactures them piles up a total monthly run of 2½ million miles on the streets of three of these cities; enough mileage to encircle the earth 1200 times a year.

The single-deck type of vehicle, however, is really the one that plays the most important part in bus transportation, and this type has a wide variety of uses and many designs. In a number of the smaller cities, all under 30,000 population, buses of this type are the sole means of transportation. For city work, where the route is short, convenience of travel is the primary consideration and the design

provides for quick loading and unloading with maximum comfort to the passengers, sanitary interior fittings and seats designed to resist wear. On the longer intercity runs, the design of the sedan coaches caters to the ultimate extreme of luxury and relaxation. Such buses are long and low, clinging to the road and possessing wide tread and flexible springs that function both at light and full loads. If necessary, many of these parlor car models can attain a speed of over sixty miles per hour.

For the traveling salesman on the road the bus is making selling easier and more pleasant. As many cities are connected by bus routes, a salesman upon arrival in a certain town has only to look up the route schedule and plan his day accordingly. At the appointed hour he can step into the waiting motor coach and relax completely, as the swift vehicle runs easily through open country. Refreshed by the breezes and scenery, he is likely to be in a new state of mind when the bus arrives at its terminal.

The motor bus, as an institution, is young in years but powerful in strength. It is feeling its oats and has yet but scratched the surface of the tremendous possibilities that lie before it. It has come to stay.

O. J. Gude

For many years prominent in the advertising business, especially as the head of the company which bore his name, died of heart disease on the morning of Aug. 15 in Bad Nauheim, Germany. He had not been in good health for some years, having sold his business interests and practically retired in 1918. Starting his own business in 1889, Mr. Gude specialized in outdoor advertising and bears the distinction of having erected what is said to be the first electric sign on the present site of the Flatiron Building. This together with later accomplishments along the same line earned for him the title of "Creator of the Great White Way." He is survived by his wife, six children, four brothers and a sister. The body will be brought to this country for interment.

Robert E. Ramsay

Will head the Department of Direct Mail Advertising of the New York Advertising Club for the coming year, succeeding E. J. Ferris of Addressograph Company.

Thomas W. Arundel, Jr.

Has been appointed New York State representative of *Columbia*, the national monthly magazine published by the Knights of Columbus. He succeeds Kenneth B. Groser, who resigned on Aug. 15.

Lester R. Fountain

For the past three and a half years in charge of eastern advertising for *The American Architect*, New York, has resigned to become sales manager of the Craftex Company, Boston, manufacturers of a textured wall material.

Over
Half a million lines
Gain

In the first six
months of 1925,

The Detroit Times
gained

689,220 lines

This tells where we
stand in Detroit.

The Detroit Times

Evening
235,000

Sunday
280,000

agents

IF ANY OF YOUR CLIENTS

SELL GARMENTS OR TRADE-MARKED FABRICS

—their sales message in

Nugents
The Garment Weekly

will be read by
THE BEST RETAILERS
WHO *BUY* THEM

Published by
THE ALLEN BUSINESS PAPERS, INC.
1225 Broadway New York

America Has Swallowed a Slogan With Blind Faith

[CONTINUED FROM PAGE 24]

night that I went home, firmly convinced that our "big chief" was wrecking the business. Finally, on one of these nights the suspicion that I might be wrong crept in on me and by morning I determined to worry no more, to object no more, and to right-about-face, working whole-heartedly and enthusiastically and doing without question those things that Mr. Edison wanted done. In the four years since I took that step I have learned a great deal, and particularly have I learned a great deal about some of the effects of advertising.

BUT of all these things, perhaps the most valuable lesson to me has been, that just because some idea is generally accepted by the majority of people there is no reason why it should be accepted blindly and without analysis in your own particular case. Do not be satisfied to start with the assumption that it pays to advertise and go on from there, in mere discussions of what form pays best, but rather always adopt a questioning attitude as to whether in the given set of circumstances it really pays to advertise at all.

When we stopped to take account of conditions in 1921 we found that our enormously increased sales during 1917, '18 and '19 were not sales at all, that the jobbers and dealers, on top of the natural business enthusiasm of that period, had been hypnotized by the expected power of the advertising effort on our part, into placing greatly inflated orders for merchandise which in fact merely accumulated on their shelves. Even to this day there are stocks of merchandise in the hands of jobbers and dealers that were unabsorbed. Manufacturers should not consider a sale a sale until the article is in the hands of the ultimate consumer and paid for, but most businesses are content to do what we did before we learned better — to consider a sale a sale when it left our plant and was paid for by either jobber or dealer. This heavy accumulation of stocks that has caused us no end of trouble and worry is one of the dangers of a successful or partly successful advertising campaign. I attribute much of this accumulation to the blind faith of jobber, dealer and ourselves that if you only advertise enough the goods are bound to sell.

Another effect, aside from the problems that arise from overstocked conditions of the trade has been the effect on the dealer himself and his attitude toward work. Before we advertised heavily we used to have many more dealers than we have now who were willing to work early and late. For several years we unconsciously educated them not to work. We said that *our* advertising and *your* advertising will bring people to your store, will create a demand, and all you will have to do will be to wrap up bundles of records, deliver phonographs and punch the cash register. We are now having the utmost difficulty to disabuse their minds of the idea that they need do nothing but sit in the store and wait for the business to roll in. Many of our dealers are completely sold on advertising, and in the face of indisputable proof —and by proof I mean proof—that business can be obtained by following certain procedure, they refuse to listen, and condemn us for not advertising more extensively in the national magazines and newspapers.

Another effect is on the salesman. Usually he, like everybody else, has a blind faith in "It pays to advertise." Deprived of this talking point he is often at a loss what to say. I have had this happen many times with bond salesmen. They come to see me, enter the office, and open up with the remark, "You have undoubtedly seen our advertisement announcing that What-Not bonds are offered today at 96 but I thought I would come out and tell you a little more about them."

TIME and again when I have said that I did not see the advertisement his entire talk that was so carefully planned fell about his ears and he was at a loss as to how to proceed.

Many people will point with enthusiasm to the great success of this or that company and the fact that they are large national advertisers, thus proving that advertising pays. Now in the first place there are mighty few things about advertising that can be definitely proved. A possible exception is the amount of the bill at the end of the month, and there are others, of course, but take it by and large advertising results—or lack of them—are pretty much a matter of personal opinion, backed up by rather vague and generalized data. Like religion, most of it has to be taken on faith, and wherever this is true there arise the most fertile grounds for differences of opinion and endless discussion.

Only a few days ago I had a discussion of this kind concerning the erection of a sign on Michigan Avenue in Chicago on top of the building that we lease, so as to display the merits of our storage batteries and phonographs to the passing multitude. The sign would have cost $1,200. I defy any

Cincinnati is the Center of the Radio World

Not only is Cincinnati virtually at the center of population of the United States; it is also the center of radio interest of the Western World. Here are located three great broadcasting stations, W. L. W., Crosley; W. S. A. I., The U. S. Playing Card Company, and W. K. R. C., The Kodel Radio Corporation. From these stations are broadcasted daily programs unsurpassed in excellence, variety and interest. They carry the name and fame of Cincinnati far and wide. With their "hook-ups" these great radio stations bring to the people of the Cincinnati trading area practically every notable event of radio.

To the average resident of Cincinnati the appeal of radio is purely one of personal pleasure. To the City of Cincinnati as an industrial, commercial and financial center, radio has a significance difficult to estimate. The manufacture of radio sets, parts and accessories is one of the great industries of the city, giving employment to a vast number of highly skilled and well paid operatives. And because "there is always something in the air" the market for radio goods enjoys an all-year patronage that is by no means confined to merchandise of local manufacture.

The Times-Star has consistently recognized the significance of radio both to the family life and to the business life of the city. The Times-Star no less consistently features radio as a subject of vital interest to the family and to the community, precisely as it features automobiles, real estate and building, finance, sports and the household.

It is but a natural and necessary corollary that the Times-Star should be, as it is, the leading medium for the advertising of radio and radio products.

THE CINCINNATI TIMES-STAR

Member of the Audit Bureau of Circulations

CHARLES P. TAFT, Publisher C. H. REMBOLD, Manager

Telling It to the Boy Scouts

Boy Scouts Found a Way

The city of San Marino, the smallest incorporated city in the country, had no newspaper. The Boy Scouts of the town decided that it could use one, so they started a paper on a mimeograph. Now it boasts ten pages, and carries both local news items and advertising.

Just another example of Boy Scout push and progressiveness. There is nothing that Boy Scouts can't do when they decide on it. That is why you can be sure they will find a way to get your product if you arouse their interest in it. The best known way of doing this is thru Boys' Life, their official and favorite magazine. It reaches most of the 550,000 Boy Scout membership.

May we give you the facts?

BOYS' LIFE
THE BOY SCOUTS' MAGAZINE

200 Fifth Ave. New York, N. Y. | Union Bank Bldg. Los Angeles, Cal. | 37 So. Wabash Ave. Chicago, Ill.

HERE ARE SALES TO BE MADE

600,000 Y.W.C.A. members who must buy both necessities and luxuries—

2946 local and 254 national Y.W.C.A. secretaries who control the spending of the Y.W.C.A. budget—

All read the *Womans Press*, official Y.W.C.A. magazine, and buy from its advertisers.

Let us send you rates and a sample copy.

The Womans Press
600 Lexington Avenue : : New York

human being alive to produce any data that would even approximate proof that we would get $1,200 value back in the form of sales directly attributable to this sign. It has been said that you can prove anything by the Scriptures, but I believe you can prove anything by advertising statistics.

I know of many businesses that started, grew conservatively and soundly into large and successful organizations but which later, due to one cause or another, added advertising to their scheme of sales effort. Ford is one of such concerns. I think it will be admitted that he was doing rather nicely before he started advertising on an extensive scale about two years ago. For reasons best known to himself, he is advertising on a huge scale today and, if he continues to do this after a number of years, sooner or later it will be a well known and accepted fact that "advertising made Ford." On the other hand, there are dangers to a well established, conservative, successful business in jumping into an advertising campaign as a means of rapid expansion.

These dangers are those of too rapid expansion. After all, advertising is merely one help toward making a lot of money quickly, and a conservative house either loses its head and goes too far at this sudden prosperity or else cannot adapt itself to the sudden demands made upon it. In any event, the advertising money is more often partly if not wholly wasted under such circumstances than cashed in on.

I have tried to give you illustrations of some of the dangers that a successful advertising campaign must steer clear of in order to be called really successful in the largest sense of the word. I do not expect very many people to agree with me entirely in what I have said. No one ever agrees with anybody when it comes to questions of advertising. I feel that I have said enough, however, to get over the only point that I want to make and that is, when you are considering the slogan "It pays to advertise" do not accept it as a foregone conclusion, but think, and think clear through to the ultimate, and not temporary, results of advertising and how it affects the broad problem with which you are concerned.

United States Electric Tool Company

Announces the appointment of M. A. Weidmayer, formerly branch manager for Black & Decker, to take charge of their Philadelphia office.

The Joseph Katz Company

Baltimore, Md., will direct advertising for Sealpax Underwear for men, and "Little Brother" and "Little Sister" Sealpax for children.

C. Curtiss Main

Formerly with the Philip Kobbe Company, Inc., New York, has joined the staff of Doyle, Kitchen & McCormick, Inc., same city.

Demonstrating at Shopper's Expense

[CONTINUED FROM PAGE 38]

This specious reasoning is typical of the few manufacturers and merchants who openly defend the system. The survey failed to reveal any such who thus far have publicly expressed their views. It did discover an unexpected interest on the part of the shopper, which, from the point of view of the League and others of like mind, is the most encouraging factor in the whole situation. Several women's organizations, including the New York City Federation of Women's Clubs, have adopted resolutions condemning "hidden" demonstration. A little more agitation by consumer groups and more informative publicity like that of the San Francisco "Emporium," would force the champions of this system to come out into the open and either defend and espouse the practice or condemn and repudiate it.

So far as the manufacturer is concerned, much as he wishes to gain a larger share of the salesman's attention, he has no desire to acquire favor with the man behind the counter at the expense of his influence with the consumer on the other side.

Bellamy-Neff Company

New York and Chicago, announces the amalgamation with it of the firm of Wallingford-Graham, specialists in architectural advertising. Daniel K. Wallingford and Lionel M. Graham were both with the *Architectural Forum* before forming their agency partnership in the beginning of 1925. They will now be in charge of the Division of Architectural Engineering and kindred technical subjects with the Bellamy-Neff Company, the former as architectural counsel and the latter as director of sales in this division. As a result of the amalgamation the Bellemy-Neff Company will direct advertising for the following accounts: Georgia Marble Company, Tate, Ga.; J. W. Williams Slate Company, Easton, Pa.; Turner Construction Company, New York; L. O. Koven & Brother, Inc., Jersey City, N. J.; S. H. Pomeroy Company, Inc., New York, and the Palmer Lime and Cement Company, also of New York.

John L. Naylor

Has been appointed advertising manager of the *Indianapolis Times*, effective August 15.

L. B. Carpenter

Formerly with *McCall's Magazine* and for the past three years business manager of Dental Items of Interest Publishing Company, has joined the staff of Charles F. Hubbs & Company, New York, paper jobbers and distributors of Nibroc Kraft Towels.

Hicks Advertising Agency

New York, will act as advertising counsel for the American Retailers Association, Inc., same city.

"I am glad to write a word of appreciation for Needlecraft Magazine. Our list is built almost wholly on actual results. In its classification with the leading publications in the women's field, *Needlecraft has given us results second to none over a long period of time.* This spring it has led the field in our so-called General Publicity class."

The above, written by one of America's largest and most successful manufacturers (name on request), expresses the feeling for Needlecraft that exists among those advertisers who judge the value of a magazine as they judge the value of any other salesman—by the sales sheet.

Robert B. Johnston
Advertising Manager
New York

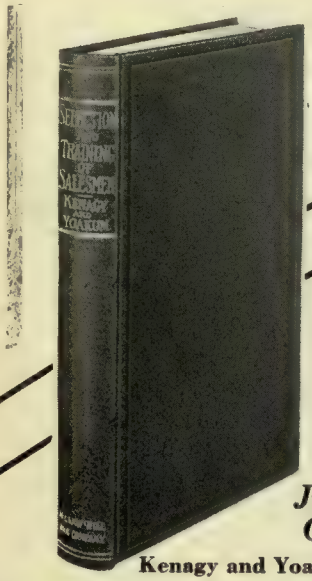
Member A. B. C.

JAMES A. ROBERTSON
Western Manager
Chicago

ELIOTT D. ODELL
Eastern Manager
New York

DORR & CORBETT
New England Representatives
Boston

Tried and Tested Methods of Making the Sales Force Produce



Just Out

Kenagy and Yoakum's

Selection and Training of Salesmen

By H. C. KENAGY

Manager, Sales Research Department, the Procter and Gamble Company; formerly Assistant Director, Bureau of Personnel Research, Pittsburgh, Pa.

AND

C. S. YOAKUM

Professor of Personnel Administration, the University of Michigan; formerly Director, Bureau of Personnel Research, Pittsburgh, Pa.

380 *pages*, 5½ *x* 8, $3.50 *net, postpaid*

This book presents principles and methods, of proved worth in the selection, training and supervision of salesmen. It discusses such subjects as the study of the company's selling, the sales organization, the field organization, branch agencies, analysis of the salesman's job, and other factors bearing directly on the successful selection, schooling, supervising and stimulating of salesmen.

Practical, usable methods on deciding

—how to make a sales survey;
—how to investigate field work;
—what type of organization to use;
—how to handle branch agencies;
—how to analyze the salesman's job;
—how to determine sales efficiency;
—how to recruit salesmen;
—what measures to use in selection;
—how to use mental tests;
—what to do with personality and aptitude tests;
—how to train salesmen;
—how to arrange courses;
—how to conduct courses;
—how to supervise from the office;
—how to supervise from the field;
—how to plan and make the most of conventions.

Examine this book of facts for ten days free

Just mail the coupon and a copy will be sent to you for ten days' free examination.

FREE EXAMINATION COUPON

McGRAW-HILL BOOK CO., Inc.
370 Seventh Ave., New York

You may send me for 10 day's examination Kenagy and Yoakum's Selection and Training of Salesmen, $3.50.

I agree to return the book, postpaid, within 10 days' of receipt or to remit for it.

Name .....

Address .....

Official Position .....

Name of Company .....

A. F. 8-26-25

—and Now Concerning Copy

THE NEXT TIME you walk through the factory where an advertised product is being made, note, if you please, the new type of labor which may be seen skulking about the plant. It is a class of help created by advertisements, and judging from the quantitative reference to it in current advertisements, it is one of our leading industrial groups. Not as large as the motion picture industry, to be sure, but let us say about the size of the *entrepreneur* industry in France. This new class is known as the Zealous Guards. It is the Zealous Guard who, with his fine old New England standard of craftsmanship, (like as not handed down from father to son) stands around Zealously Guarding everything in the plant from the guarded fire-buckets on the stairs to the close-packed secrets of manufacture, all the way from the spur track by the shipping shed to the health and sanitation of the happy workers. The Zealous Guard snoops with a high moral purpose, and whenever he finds some cunning craftsman weaving steel wool into the underwear fabric, or laughing at the Founder's Whiskers, he fires polysyllables from the hip, and pretty soon you see the victim spread out in swash characters on a neat page in one of our magazines "of the better class."

POOR INDEED is the manufactured food that cannot discover in its attic at least one fine antique virtue, and what is more commercially pleasing, a virtue with something to recommend it besides age. The most recent is salt. Salt with the native iodine left in has always been harder to sell because it looks dirty. But the doctors have found that iodine is a specific against gland-troubles, and Morton's Iodized Salt makes its bow as a health-food. It is not at all inconceivable that unbleached salt will entirely displace white salt; if the iodine has the effect claimed, which is also within the bounds of possibility, it follows that there will be less goitre and thyroid complaint. And when those two broad categories of frailty have been checked, perhaps within the span of a single generation, after having flourished for several thousand years, then advertising, which multiplied the corrective story of iodine, will have another very real social victory in its record.

FOOD ADVERTISERS are not primarily philanthropists of course. Their dollar-sense tells them that "a new copy angle" may refresh their sales and human nature tells them that if this new vehicle for peddling their product be hitched to the skittish, snorting fear-horse that is in all of us, we ourselves will pull the wagon. For we have pulled: consider the innocent yeast-cake. If the article is otherwise admissible to the human gullet, we all adore to be given an intellectual excuse for eating or drinking nobly of it. A simple pick-up of grape-juice, tapioca and bran consists of "mineral salts . . . vitamines . . . nourishing fruit sugar . . . laxative properties . . ." and "pure carbohydrate . . . energy-producing material" and "phosphorus, iron, proteins . . . and the indispensable Vitamin B," while if you top off with a little oatmeal you'll only increase the "Mineral Salts and Vitamines," which are probably more exciting if you eat them in caps and lower case. (These fierce ingredients are all extracted from the pages of one issue of one magazine, and not a "health magazine" at that.)

So there is now an epidemic of rushing to pseudo-scientific catchwords to sell any food. The commonplaces of diet are getting so serious and tricky that the food advertiser who sells ham for ham, or pineapple for pineapple, is almost a diversion. Presently and within the view of the naked eye one of three things will happen: either all food-buyers will have learned the diet-content of every available food, and equilibrium will once more be established on the same appetite-preference as before, or the intellects of feeders will eliminate from the national diet all foods not sufficiently "scientific" in content, or else, all foods suddenly developing comparable virtues, the buck will be passed back to old Edgar H. Appetite, and his constables, Looks and Taste and Smell. I rather incline to Alternative Number Three.

THE EPIDEMIC may spring from a traceable source. "Why is it," asked an advertising copy writer who is a little impatient with "slants" and "angles," "that when the So-and-So Agency gets an account, the product suddenly develops properties that will keep your trousers from bagging at the knees?"

LET NOT the humanitarian digestion-preserver (who happens to make food) feel that he is being scoffed at. But if he would only bake his copy as thoroughly as he bakes his kernels of gleaming grain, it would be a swell world, and copy could take credit for some of the education which is now being done by brute space and process-plates.

A Certain Impatience in Human Beings

[CONTINUED FROM PAGE 22]

head rather late in life that he must get married, and not being young enough or rich enough to aspire to the hand of a lady of fortune, had wedded an old flame out of mere attachment, who in her turn had taken him for the same reason."

And then Macaulay. Macaulay was the first to discard deliberately those sentence-parts which halted reading. He dared to be swift. His sentences leaped ahead. For an example, at random:

"Hereditary monarchy may be a very useful institution in a country like France. And masts are very useful parts of a ship. But, if the ship is on her beam-ends, it may be necessary to cut the masts away."

But even Macaulay seems shuffling in comparison with the legs that copy can obtain, and which does obtain in modern advertising.

"It's vanishing! It's becoming new! That fascinating old world of ancient cities, of strange civilizations, of storied pasts. Go now, and discover romance which later visitors will never see. Go now, and gather experiences which tardier travellers will never know."

* * *

Yes, in human beings is a certain impatience.

Keep your readers' minds scurrying after your thoughts, or they'll keep you scurrying after their attention.

The technique of copy must develop into the technique of speed and clearness.

The measure of copy must be the speedometer, not the agate rule. And more power to the copyman who can crowd the speedometer.

Fourth District, Associated Advertising Clubs of the World

Florida, has changed the date of its first annual convention to April 12-14, 1926, instead of April 8-10.

The Chambers Agency, Inc.

Announces the appointment of C. H. L. Hudson, formerly with the Elmer H. Doe Advertising Agency of Louisville, as manager of the copy and production department of their office in that city. O. G. Carpenter, formerly with Ruthrauff & Ryan, Erwin Wasey & Company, and Lord & Thomas, has been appointed production manager of the New York office.

Julien Elfenbein, Inc.

Is the name of a new advertising agency which has opened offices at 167 West Thirteenth Street, New York City. Associated with Mr. Elfenbein, the president, are Edward Seay, formerly with the *Los Angeles Times;* Harper King, former assistant director of International House, and Robert M. Field, magazine writer and former Rhodes Scholar at Oxford University.

CHATTANOOGA

Ideal Southern Distributing Center

Chattanooga, Tenn., Aug. 26.—All concerns seeking a greater development in the South are urged to closely consider the advantages of establishing a sales office, warehouse or assembly plant in Chattanooga.

A highly strategic location, splendid transportation facilities, adequate office and building accommodations, plenteous supply of competent help are a few of the important assets of The Dynamo of Dixie as a distributing point in the South.

CHATTANOOGA

"THE DYNAMO OF DIXIE"

Write today for information about Chattanooga as a southern distributing center for your particular business.

CHATTANOOGA
Clearing House Association
890 James Building
CHATTANOOGA, TENN.

Many opportunities also exist in Chattanooga, the city of diversified industry, for additional manufacturing plants of many kinds. Inquiries are invited.

In

SOUTH BEND

It's the

NEWS-TIMES

Our local advertising rates are 10% higher than the second paper.

We lead in local advertising.

Member of A.B.C.

Represented by

Lorenzen & Thompson, Inc.
New York

Chicago San Francisco

Shall We "Play for Inquiries"?

[CONTINUED FROM PAGE 28]

inquisitioned (if there is such a process) as to why I had so signally failed to keep up the inquiry pace.

First reminding them that past advertising, in spite of its beautiful inquiry record, had fallen flat with the trade, I tackled the situation in this fashion:

PICKING up a full-page proof, I began, "This page pulled 200 inquiries from a circulation of 450,000. If you think that that is too few, I can easily better it. Without much trouble I can run the number of keyed returns coming in to this office up to 800. But I think it would be a serious mistake."

"My lord! Why?" some one ejaculated.

"Because," I explained, "this is what we would have to do to get 800 inquiries. We would run an advertisement like this," and I sketched a layout like the first one reproduced.

"By making our literature just as alluring as possible both by pictures and copy and emphasizing the word 'FREE' we could easily induce 800 people to write us. But—keep this in mind—that would get action from only 800 people out of 450,000. The other 449,200 wouldn't know any more about our line than before.

"Even in this year's copy I was rather afraid that we had devoted too much of our space to getting inquiries. Measure up this advertisement and you'll find that we spent more than 25 per cent of our space in seeking inquiries. Here's the way it divides up," and I drew the second layout.

"That 25 per cent of our space at the right influenced 240 out of a possible 450,000, but it accomplished exactly nothing with the other 449,760 because they didn't write for the catalog and there isn't anything in that 25 per cent which makes our goods any more desirable in their eyes. Out of the other three-quarters of the advertisement, of course, they can get a considerable amount of the kind of information which can be counted on to make it a lot easier for our dealers to sell them. Nevertheless, so far as those 449,760 readers are concerned, we utilized only three-quarters of our space.

"Now, if you want to know what kind of advertising I think is nearest right for our line, I'll show you. The best we have ever done in turning inquiries into sales is 17 per cent. Even if we coax in 800 inquiries for full page, that only means 136 sales per page and that won't keep our factory busy two days. Furthermore, the kind of copy that brings in 800 inquiries per full page or 40-cent inquiries from one inch space isn't the kind that does our dealers as a whole one iota of good. Where we make our money is from sales over the hardware merchant's counter and from the implement dealer's dis-

Position Wanted

This will be my first change

I am now and have been employed for 12 years by a corporation doing national business of $2,500,000 as

ADVERTISING MANAGER *and* ASSISTANT SALES MANAGER.

Have written all their sales letters and prepared the direct-mail and trade journal advertising.

Intensely interested in advertising for selling's sake, not for advertising's sake. I have a fairly definite idea of the kind of firm I can be of most help to.

CHICAGO LOCATION PREFERRED

Age 28; married; Christian; of energetic build.

Address E. T., Room 600
7 So. Dearborn St., Chicago

ELECTRICAL ANIMATED AND STILL

DISPLAYS *for* WINDOW, COUNTER, *and* EXHIBITS

Effective~Dignified
Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.
19 WEST 27th ST. NEW YORK

THE JEWELERS' CIRCULAR, New York, has for many years published more advertising than have seven other jewelry journals combined.

AJD & Company Limited

The Only "Denne" in Canadian Advertising

We give "on the spot" Counsel and Service in your Canadian Advertising, based on years of practical experience in this field. Ask our advice on methods and media.

A·J·DENNE & Company Ltd.
Reford Bldg. TORONTO.

WANTED—Information from electrical manufacturers in regard to their products and their western distributing outlets. This information is to be compiled and published as a service to manufacturers and buyers in the October 15th issue of Journal of Electricity, a McGraw-Hill publication devoted to the economic production and commercial application of electricity in the 11 western states. This list will be as complete as *you* make it. The utilities and electrical dealers of the great west look for this information as it is brought up-to-date each year in Journal of Electricity. They have not yet discarded the October 15th issue of last year in which your products and your distributors may and may not have been listed. Don't forget to send a complete list of your western distributors. These will be cross indexed as usual for the convenience of the western buyers. Incidentally electrical manufacturers find it decidedly good sales strategy to supplement this editorial listing with display advertising in the same issue, giving complete information about their line and their sales plan. Address Journal of Electricity, 883 Mission St., San Francisco or any of the branch offices in New York, Chicago, St. Louis, Philadelphia, and Cleveland.

P.S.—It is doubly important that you catch this year's listing on account of the aggressive merchandising activity that is now taking place among the western utilities.

Your Story in PICTURE *leaves* NOTHING UNTOLD

SEPTEMBER soaked in sunshine—the siesta of the year. Load your words with color. Gob them on with the palette knife. One simple sketch can crystallize a pageful of words.

The day of niggardliness in illustration is past. And the day of carelessness in mechanical detail is past. For good engravings make sure that "your story in picture leaves nothing untold."

GATCHEL & MANNING, INC.

C. A. STINSON, *Pres.*

Photo-Engravers

W. Washington Sq. 230 South 7th St.

PHILADELPHIA

Gatchel & Manning Photo Engravers

$500.00 or $150,000

In this organization, the size of a client's appropriation is not the first consideration. The sales possibilities of a product, and the business management back of it, are the prime requisites for advertising selling success.

If you are in the technical field and would appreciate a selling service where the principals do the work, we have something further of interest to tell you.

Arthur Henry Co.
INC.
Advertising
1482 BROADWAY
NEW YORK
Telephone BRYANT 8078

play floor. Our advertising ought to be aimed to help those fellows.

"So for next year I want this company's space to be divided up in this proportion"—indicating the third layout. "Then, if inquiries come in, we'll answer them carefully and, if they don't, we won't worry, because we'll know that we are aiming our space at the 449,760 who have just as much need for our goods as the 240 who fall for our ability to induce them to write. I vote that from now on we stop selling literature and concentrate on our advertising money on selling merchandise."

The one important sequel to this oration which should be mentioned here is the fact that this company agreed for one trial year to curb its thirst for inquiries and experiment with the other policy. In consequence, an advertising budget which had been at a standstill for many years has since been growing steadily until it is now five times as great as then. Today that company knows that "Advertising pays" and is equally aware that the profit which advertising pays has, in their case, nothing to do with inquiries received.

There are, of course, other ways of trying to cure malignant "inquiritis."

AN agency man of my acquaintance was once incessantly bedeviled by an inquiry-insistent client who insisted that, unless inquiries came in, there was no way he could be sure that his advertising was attracting any attention. Goaded to the limit, the agency man prepared a piece of copy which was "all inquiry," got it duly approved and inserted it in the twelve magazines on the advertiser's list. A week after it appeared he received a frantic telephone call from the advertiser—"Sa-a-ay!—don't ever use that advertisement again. We can't afford to follow up as many inquiries as it's bringing in."

Thereafter, whenever the importance of inquiries was mentioned, as a test of "whether the advertising was being read," the agency man had only to threaten to repeat the offending copy.

There is a constant danger of another kind which is also present when copy becomes too insistent upon inquiries: the quality of the inquiries tends to fall off. Make too much of a play to get a reply and you encourage the curious, the catalog-collectors, the schoolboy and the person who "likes to get mail."

This not only multiplies the cost of the follow-up work but, moreover, if you make it a point to refer all inquiries to your sales representatives or dealers, it quickly chills their enthusiasm as to your advertising. Many an able salesman will remember longer that broiling July day when he chased an inquiry out to South Unhandyville and found a high school youth at the other end, than half-a-dozen sales closed from inquiries turned over to him. Inquiries which breed resentment against a company's advertising are

bitterly expensive even at ten cents a name.

To those who tend to make a little tin god of the inquiry sheet, in all sincerity I make three recommendations:

Do not be lulled into a benign complacency by a generous flow of inquiries—when inquiries leap upward, look sharp to your copy lest it be selling your literature and not your merchandise.

Keep in mind that those inquiries which come from the advertisement that does not suggest an inquiry will, in the long run, assay far higher in sales-value than inquiries lured in by the advertisement elaborately planned to coax replies.

When you start to prepare a piece of copy, ask yourself—do I want 100 people to answer this advertisement or do I want 10,000 people to want my goods as a result of it?

"The Farm Electric Dealer"

Is the new name adopted by the monthly magazine of the farm electric field which has heretofore been known as *Farm Light and Power* and *Electrical Dealer*. The stockholdings in the Farm Light and Power Publishing Company which were formerly held by A. Stirling Smith were taken over on Aug. 1 by Karl M. Mann and I. H. Case.

Advertising Calendar

SEPTEMBER 21-24—Advertising Specialty Association, Chicago, Ill.

SEPTEMBER 22-25—National Better Business Commission, Indianapolis, Ind.

OCTOBER 1 - 4 — International Congress of the Business Press, Paris, France.

OCTOBER 2-3—Conference of Advertising Club Executives, Indianapolis, Ind.

OCTOBER 5-6—National Advertising Commission, St. Louis, Mo.

OCTOBER 6-8—Convention of Window Display Advertising Association, Chicago.

OCTOBER 12-13—First District Convention of Associated Advertising Clubs, Springfield, Mass.

OCTOBER 14-16 — Financial Advertisers' Association, Columbus, Ohio.

OCTOBER 15-16—Audit Bureau of Circulations, Chicago, Ill.

OCTOBER 19-21—Industrial Advertisers Association Convention, Atlantic City, N. J.

OCTOBER 26-27—Convention of Mail Advertising Service Association International, Boston, Mass.

OCTOBER 26-28 (tentative)—Insurance Advertising Conference, Boston, Mass.

OCTOBER 28-30—Convention of the Direct Mail Advertising Association, Boston, Mass.

NOVEMBER 16-18—Annual Meeting, Association of National Advertisers, Inc., Washington, D. C.

NOVEMBER 22-24—Seventh District Convention, Associated Advertising Clubs of the World, Oklahoma City, Okla.

JUNE 19-24, 1926—Twenty-second Annual Convention, Associated Advertising Clubs of the World, Philadelphia, Pa.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.

THE WM. H. RANKIN COMPANY

Announces

A Series of Magazine Advertisements

for Sweet Caporal Cigarettes

[American Tobacco Co.]

from the Pen of

MR. IRVIN S. COBB

In 1906 when William H. Rankin was Business Manager of the Bobbs-Merrill Magazines, Indianapolis, and Robert E. Rinehart (Vice-President of the Wm. H. Rankin Company) was Editor of the "Home Magazine," Mr. Rinehart persuaded Mr. Cobb to write his first fiction story.

Mr. Cobb, writing from Lake McDonald, Montana, on July 16, to Mr. Rinehart said:

"With me the main point at this stage is that you are going to have a leading hand in translating the manuscripts into proper layouts. That pleases me more than I can tell you. I know my copy will be in sympathetic and competent hands.

I just remember: The first fiction story I ever tried to write went to you. I'm tickled over the coincidence that the first important advertising series I have ever tried to do goes forward via the same channels"

Irvin S. Cobb

American Lumberman

Published in CHICAGO

Member A. B. C.

READ wherever Lumber is cut or sold.

Bakers Weekly A.B.C.-A.B.P. New York City

NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.

Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

Shoe and Leather Reporter

Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actualy do the buying for these industries. In its 67th year. Published each Thursday; $6 yearly. Member ABP and ABC.

THE AMERICAN ARCHITECT

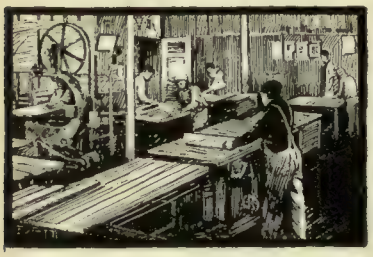
A. B. C. Est. 1876 A. B. P.

Compare the editorial contents of all the architectural journals, then you will understand why THE AMERICAN ARCHITECT's circulation is constantly increasing and why it holds a high renewal percentage.

Also why it annually carries the largest volume of advertising in its field.

Further information sent on request.

243 West 39th St. New York



VOCATIONAL SCHOOLS use the latest type machinery and purchase annually hundreds of thousands of dollars worth of material, supplies, and equipment

In these schools are trained the coming foremen and junior executives in the furniture and woodworking industry.

When you advertise in *The Furniture Manufacturer & Artisan* this magazine not only carries your message to nearly every worthwhile furniture factory in the United States and a number of factories abroad—it is also read in over a thousand vocational schools.

Let us tell you more about "killing two birds with one stone."

The Furniture
Manufacturer & Artisan
GRAND RAPIDS, MICHIGAN
A. B. C. A. B. P.

The nearest to ultimate Perfection in Lists of

DRUGGISTS
PHYSICIANS
DENTISTS

and low cost in addressing is obtained thru making cooperative use of the metal plates, automatic addressing equipment and complete mailing facilities maintained in our large New York Plant.

Write for particulars and red folder.

Globe Mail Service, Inc.
160 West West 23rd Street
Established 1908—Incorporated 1922

In Sharper Focus

Mrs. Caroline Trowbridge Radnor-Lewis

By Clara Woolworth

SHE entered college without ever having studied Latin and she took her A. B. as a married woman, and she has been upsetting established precedents with more or less regularity ever since.

The life of a social diplomat was predicted for the present advertising

director of the H. R. Mallinson Silk Co., in the prophecy of her class at Bryn Mawr, but executive positions on hospital boards and with sewing schools didn't offer enough outlet for the unusual vitality and tireless energy that Mrs. Lewis possesses. So with the full approval of her husband and family she issued her own individual challenge to the exponents of the theory that a woman's place is only in the home.

Mrs. Lewis started her strenuous career as a cub reporter on the *Philadelphia Public Ledger* and within a few weeks she had become editor of the society, art and musical page and eighteen months later she had reached that goal of all newspaper folk—she was a 'signed feature' writer.

Then the family moved to New York and Mrs. Lewis was editor of *Dress Magazine* for three years. A series of articles on fabrics at the request of *Good Housekeeping* brought her the associate editorship of that magazine, and when *Harper's Bazar* came under the same management she was made managing editor of that, in addition to her other work. A few years of that and then with Mr. Lewis she launched a free lance bureau, but before that was fairly well started along came the chance to be the first woman editor of a Metropolitan Graphic—the rotogravure editorship of the *New York Tribune*—and because the first anything had always had an irrisistible lure for her, she took it.

After the war she determined to "go in" for advertising, the thing she had always wanted to do from the beginning, and despite the protests of her friends that she was throwing away all her valuable editorial training, she has proved to her own satisfaction, and apparently to the complete satisfaction of her firm, that the editorial viewpoint is one of the greatest assets an advertising director can have.

In her present position Mrs. Lewis is really running two jobs in one. She plans and does the getting out of the *Blue Book of Silks de Luxe*, a couple of Advertising Suggestion books a year, booklets every month, newspaper and magazine advertising, besides innumerable personally signed letters to department store managers and sales people. That's one job. The other is her field contact work, in which she goes out, with her trunks of advertising, her films and charts, and talks, not only to the merchants and their people but to women's clubs, schools and colleges, sometimes giving half a dozen talks a day. I wonder how many men could stand that and come out as smiling and buoyant as Mrs. Lewis always seems to be.

* * *

Bennett Chapple

Began life in earnest as a printer's devil at twelve years of age. The morning I went to work—it was six o'clock—I built such a good fire in the printing office stove that the pipe became red hot. Alarmed I flew down

the street and rang the village fire bell. Awakened the whole town, it rushing to the door only to find things peaceful and warm as the stove cooled off during my trip to send out the second alarm. It was an effective, though unconscious publicity stunt. Everyone in the little village knew that Ben Chapple was the new printer's devil.

Later on the two country papers of

that little village were consolidated and a contest was held to find out which of the two printer's devils could set type the fastest. "Shorty" won and I was graciously let out to find another job. I went to work on a farm, and became skilled in hoeing potatoes in the hot sun. At sixteen years of age, the newspaper business again called me like Cincinnatus from the plow. I took revenge on my former employer who fired me from the job of printer's devil by starting a rival paper in my old home town. This paper, much to everybody's surprise was a success. It was facetiously referred to by my contemporary as "The Merry-go-Round down the street," because the printing press was run by horsepower, I having utilized the old family horse to turn the press once a week by a strange contrivance, made out of an old mowing machine by Fred, the village blacksmith.

The struggling *Leporte City Press* was able to spare me for a few terms in Mount Vernon, Iowa, where I learned to smoke a pipe while making the trip back and forth each week to get out the paper. "Quituating" from college, I sold the paper to the free silver democrats, and joined my brother Joe Mitchell Chapple in the publishing of the *National Magazine* of Boston. Here I was married and learned to eat pie for breakfast. I was associated with the magazine in the capacity of advertising solicitor, advertising manager, and later as associate editor.

During the World War I served under the Treasury Department in the War Savings Stamp Division and was the first organizer of War Savings Stamps Society, and editor of the official magazine "The War Saver." In 1918, I came to the American Rolling Mill Company, Middletown, Ohio, where as Director of Publicity, I have been talking about rust-resisting ARMCO Ingot Iron.

My hobbies are music and poetry. Now laugh that off.

"How to Sell" Magazine

Published by the Kable-Spalding Company, will move its editorial and advertising headquarters to Mount Morris, Ill.

W. Courtright Smith

Manager of national advertising for the *Kansas City Journal-Post*, has been appointed advertising manager of that paper.

Bauerlein, Inc.

New Orleans, will direct advertising for the Mortgage & Securities Company, investment bankers with offices in New Orleans and St. Louis.

Directory and Reference Media Department

Associated Advertising Clubs of the World, will participate in the twenty-seventh annual convention of the North American Directory Publishers, Hotel Commodore, New York, September 28-30.

Miller, Black & Vanderbilt, Inc.

New York, will direct advertising for Farris, a natural mineral water imported from Norway by B. Westergaard & Company, Brooklyn, N. Y.

You Are Right

Mr. Nichols

When you say in your *Printers' Ink* article of July 30th:

"Good roads lead into the small town as well as away from it."

"The automobile can aid rather than retard the small town store."

"For every dollar that goes from the town to Kalamazoo and Chicago, $1.25 comes back."

"The small town customer does not go to the city to buy a Ford car, a Kodak, Champion spark plug, Libby's can goods, Ivory soap, Dromedary food products, Florsheim shoes, or Hart, Schaffner & Marx clothes."

"The manufacturer needs the small town outlet . . . . It is generally agreed that buying customs are rapidly changing, and that this affords the opening for small town developments."

Give the *Small Town Dealer Support* by using the small town Homecraft magazine.

People's Popular Monthly

Des Moines, Iowa

CARL C. PROPER, Publisher GRAHAM STEWART, Adv. Director

1,000,000 Circulation

MOVING

Be sure to send both your old and your new address one week before date of issue with which the change is to take effect.

National Miller

Established 1895

A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. paper in the field.

630 W. JACKSON BLVD., CHICAGO

BOOT AND SHOE RECORDER

BOSTON

"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 12,423 copies weekly. (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays

THE JOHN IGELSTROEM COMPANY

Massillon, Ohio Good Salesmen Wanted

'Tis More Than a Magazine

THE ROTARIAN is not merely a magazine—it's an institution representing the Spirit of Rotary thruout the civilized world. And Rotary wields a tremendous influence for good—to do this it must have the backing of men of influence—and it has 110,000 of 'em.

At its recent International Convention the representatives of 24 nations met and it has been declared that this meeting "did more to establish a finer accord between the peoples of the earth than any event that has ever been held since time was." These men exert an equally vital force in the world of business.

Advertising Manager:
Frank R. Jennings
221 East 20th Street, Chicago

THE ROTARIAN
The Magazine of Service

Eastern Representatives:
Constantine & Jackson
7 W. 16th St., New York

Pacific Coast Representatives: Blanchard-Nichols-Coleman, San Francisco, Los Angeles, Seattle
Cincinnati, Ohio: A. Q. Gordon, 28 Pickering Bldg.
Member Audit Bureau of Circulations

Advertising *Typographers*

IT'S NO distinction today to ride in an automobile; it is distinctive to ride in a Rolls Royce. Likewise it's no indication of business standing to have a booklet "printed"; it attains character when it bears the Pittsford imprint.

Let us show *you* why.

Ben C. Pittsford Company
431 South Dearborn St.
Phone Harrison 7131

Understanding a field so as to interpret it intelligently is the province of a progressive journal.

The POSTER
307 S. Green St., Chicago
Sample copy 30¢
Three Dollars Yearly

Topeka Daily Capital

The only Kansas daily with circulation thruout the state. Thoroughly covers Topeka, a midwest primary market. Gives real co-operation. An Arthur Capper publication.

Topeka, Kansas

A TAYLOR THERMOMETER ADVERTISES 24 HOURS EVERY DAY
Agents whose clients' products are in keeping with thermometer advertising recommend *Taylor* Outdoor or Indoor Advertising Thermometers. All year round publicity, because of universal human interest in temperature.
Write for catalog and quantity prices.
Taylor Brothers Company
ROCHESTER, N. Y. N-38
(Division of Taylor Instrument Companies)

The Standard Advertising Register
is the best in its field. Ask any user. Supplies valuable information on more than 3,000 advertisers. Write for data and prices.
National Register Publishing Co.
Incorporated
15 Moore St., New York City
R. W. Ferrel, Manager

BUILDING AGE and The BUILDERS' JOURNAL
Subscribers have proven purchasing power of nearly two billion dollars yearly. Reaches contractors, builders, architects, etc., of known responsibility. Published monthly for 46 years.
Member A. B. C. and A. B. P.
239 West 39th St., New York; First National Bank Building, Chicago; 320 Market St., San Francisco.

My Answer Is "No"

[CONTINUED FROM PAGE 27]

irritating, often dishonest methods to accomplish their ends."

5. It is further claimed that an unexpectedly large number of department store buyers demand just plain bribery and graft in one form or another.

Hard, bitter! Most buyers, in all fields, sometimes are accused of accepting bribery, often by the men who are unable to sell them. Our company is very proud of the fact that it sells more than 50 per cent of all department stores in the country an article that is the highest priced of its class. And bribery has never existed, directly or indirectly. When we sell our merchandise to a department store, we sell the institution of real consumer demand, guaranteed sale, quick turnover, superior quality—definite 33 1/3 per cent turnover profit because of lack of price cutting anywhere. We have only one price to all retailers, regardless of quantity, and when we look a buyer in the eye and tell him so, we are believed.

Now the great question is, how is it possible for us to do all this—to do it with a smile and a profit—to have done it for sixteen years—without the grief, the worry, the bitterness, which the author of this article seems to have obtained from his twenty years' contact with department store trade? I think the answer to this question is not found in the practices and attitude of department store buyers, but in a study of the sales and advertising policies of this gentleman's firm. The fact that their prices are slashed as a "come on" for other business as brought out in this article, that they appear to carry water on both shoulders, would perhaps indicate practices which would not tend to build confidence—confidence in the house, their salesmen and their product—in the eyes of some department store buyers.

C. S. Thompson

Until recently with the National Outdoor Advertising Bureau, has been appointed in charge of sales, New York division, by Joseph W. Young, developer of Hollywood-by-the-Sea.

The Clark Collard Company

Chicago, will direct advertising for W. I. Thomas Company, same city, manufacturer of collapsible loop aerials.

Raymond C. Hall

Vice-president of the Freeman Advertising agency, Richmond, Va., since last June, has been elected to the presidency of that organization, following the retirement of R. S. Freeman. Previous to his connection with the Freeman Agency, Mr. Hall was connected with N. W. Ayer & Son, Philadelphia, and was advertising manager of J. B. Mosby & Company, also of Richmond.

Why Candle Power?

VOLUME of light is still measured by "candle power," though the memory of living man runneth not back to the time when candles were used for illumination.

Value of circulation is still measured by "buying power," though every one knows that social and financial readjustments since the war have made this term obsolete, and that now should be substituted "buying desire."

Today nearly every home can afford to buy three-fourths of everything advertised in the magazines. This means a greatly enlarged market, one that cannot be covered thoroughly unless TRUE STORY is added to any list of magazines which now carry your advertising.

Through other magazines you may be reaching 19,000,000 homes—but unless you add "The Necessary Two Million" you will not cover your market the way it should be covered.

The small amount of duplication with other magazines, which is the distinguishing mark of TRUE STORY, is a guarantee that through this magazine you uncover a new strata of customers and add two million potential customers to your list.

That is why we call TRUE STORY "The Necessary Two Million."

True Story

"The Necessary Two Million"

"GREATEST COVERAGE—LOWEST COST"

Inquiries

VERILY, the inquiry precedeth the sale.

Inquiries may be spontaneous, arising from a natural need, or induced by the gentle and persuasive arts of advertising and selling.

The inquiry may long precede the sale but, in every case of record, there has been an inquiry before there has been a sale. The housewife does not buy even a staple, such as sugar, until she has, once at least, ascertained its price.

I liken advertising and salesmanship to artillery barrage and infantry charge.

Advertising is the barrage that prepares the way for the charge of the sales-infantrymen.

The effectiveness of the artillery barrage is measured by the savings in casualties. The effectiveness of advertising is measured by the savings in sales costs.

Only in mail-order advertising can the measurement be made with accuracy. In the selling of things that require human salesmanship, the measurement is not simple. Especially is this true in the case of industrial and power-plant items: gasoline locomotives, diesel engines, conveying apparatus, water-softeners, economy-measuring devices, electric motors, and the like.

Now, as an inquiry must precede a sale, and as the measurement of advertising efficiency is the reduction in sales costs, then that medium is most efficient which produces the greatest number of legitimate inquiries at the least cost.

These thoughts on inquiries, and their significance, are prompted by the discussion constantly being waged over the value of inquiries produced by publication advertising.

Many publishers contend that inquiries mean little or nothing. It could easily be a mere coincidence that the publishers who defend this contention the most vehemently are those whose mediums are the weakest in producing tangible results.

You hire salesmen to sell goods and you buy advertising to help sell goods. All contention to the contrary notwithstanding, you cannot go far wrong by judging a magazine on its ability to produce legitimate inquiries.

A. R. Mayer.

for
INDUSTRIAL POWER
440 So. Dearborn St.
Chicago, Ill.

INDUSTRIAL POWER can furnish a most impressive list of instances where it has produced record quantities of legitimate inquiries.

Are you interested?

London

A Dismal Outlook

I sometimes wonder if the British, in their desire to live up to their reputation as men whose word is as good as their bond, have not carried things to extremes. They are taxed as are no other people on the face of the earth. So heavy is this burden of taxation that it seriously interferes with industry. Pile too great a load on a horse and no matter how willing he may be, he cannot carry it.

That is what is happening in Britain today—the load the British are carrying is too great. It blunts initiative. It discourages enterprise.

I cannot conceive of a more dismal outlook than that which confronts millions of English and Scotch middle-class families. Why they do not go elsewhere—Canada, Australia, South Africa, the United States—is a mystery. Certain it is that for at least a quarter of Britain's population, the future holds no encouragement.

British Newspapers

Outside of London, it is not easy to find a single British newspaper which measures up to the American standard of what a daily newspaper should be. Glasgow has, in the *Herald*, a pretty fair daily paper. So has Edinburgh in the *Scotsman*. The *Yorkshire Post*, published at Leeds, impresses me as living up to its opportunities. And I like the Manchester *Guardian*.

There may be other newspapers in England and Scotland which can be compared with the best American dailies published in such cities as Baltimore, Cleveland, Kansas City or San Francisco, but, so far, I have not found them.

The editorial page of the representative British dailies is excellent—better because solider and more authoritative than is the rule in the United States. But the superiority of British dailies begins and ends there.

British daily newspapers give a great deal of space to the proceedings of Parliament. They give more space to sports. They carry very little advertising. What there is, is of exceedingly commonplace character. It lacks beauty, plausibility and conviction—I am speaking now of retail advertising, not of the advertising done by what we would call national advertisers. That is, often, very good indeed.

Nevertheless, the statement holds that English advertising—as a whole—is, as more than one English business man told me, twenty years behind America's.

Strange to say, the advertising of some of the British railroads is exceptionally good. The London, Midland & Scottish and the London & Northeastern advertise in a way which is worthy of the highest praise. Not only are the attractions of the various resorts they serve featured, but a systematic effort is made by both these railroads to explain their policies to the general public. This is done in ways that one expects to find in the United States, rather than in Britain.

A Commercial Gentleman!

This morning, in the "royal burgh" of Elgin, Scotland, I saw the first British "commercial gentleman" my eyes have rested on since I landed at Southampton two months ago.

He wore a silk hat, a cutaway coat, pin stripe trousers and spats—a proper figure of a man even if he was past seventy. But—he was propelling through the streets of Elgin what they call here a "skip"—a two-wheeled cart; and on this skip were perhaps a dozen hampers containing samples.

Really, it was absurd—a man garbed as he was doing the work of a porter. But that's the way they do things in Britain!

The "Dole"

In Great Britain and northern Ireland a considerable percentage of the population is being supported at the present time by what is called the "Dole." It takes the form of the payment of certain sums of money—a pound or so a week to adult males—to persons of employable age who are not employed.

The system has been in force for two or three years. It was adopted in the first place as a temporary measure to tide the working class over a period of industrial depression. Its effect on the vast majority of British workers has been thoroughly bad. At the moment 1,250,000 men and women are "on the Dole." The total amount of money paid out in doles is enormous. The loss in production is almost beyond computation. But the greatest loss of all is in the lowering of the self-respect of the British working class.

JAMOC.

If Every Agency Man knew what every hardware man knows, Hardware Age would be on every hardware list.

The Human Side *of a* Great Business Publication

Back of every great enterprise is a human element contributed by those men whose experiences and personalities are reflected in that enterprise.

This is the element that molds opinion, creates good will and makes or mars its success.

W. N. Thomas, Contributing Editor
(Builders' Hardware)

W. N. THOMAS is a recognized expert in the field of Builders' Hardware. Specifications and blue prints hold no terrors for him; neither do the hundreds of styles, patterns and finishes of the modern Builders' Hardware line. They are merely incidentals in his day's work.

Mr. Thomas has grown up with Builders' Hardware. For thirty-seven years he has lived in its environment, viewing it from the angles of salesman, buyer, executive and student.

From territorial manager for a nationally known manufacturer he graduated to the important position he now holds in his company's home office. Part of his job today is to buy from the Manufacturing Department the goods which the Sales Department passes on to the trade. On his estimates the production schedule of his firm is based.

He has figured and sold many important Builders' Hardware "jobs" for hardware merchants. He knows their problems and talks their language. Also he has that rare faculty of writing entertaingly on what would otherwise seem a prosaic subject.

His series of articles, "Builders' Hardware from the Ground Up" is an outstanding contribution to hardware literature.

Mr. Thomas is one of the practical, efficient and interesting writers who have helped HARDWARE AGE maintain its position as the foremost hardware publication.

"The Most Influential Hardware Paper"

Hardware Age

A.B.C. A.B.P.

239 West 39th Street New York City

THE BOOK-CADILLAC HOTEL — DETROIT

Unlimited Luxury at Limited Cost

1200 Rooms with Bath $4 and up

475 Rooms at $4 and $5 Sample Rooms, $5 and $8

Guests of the Book-Cadillac pay no premium for the superlative comforts and service they enjoy at Detroit's finest hotel.
Exceptional facilities both in number of guest rooms and in the wide variety of restaurants allow an unusual combination of quality and low price.

Special Luncheon Served Daily in English Grill and Blue Room $1.25

Dinner De Luxe in Blue Room and English Grill $2
(Except Sunday)

Venetian Room à la Carte

The Book-Cadillac

HOTEL COMPANY - DETROIT

ROY CARRUTHERS, *President*

WASHINGTON BOULEVARD AT MICHIGAN AVENUE

If it sells—and sells—and SELLS—it's an

EINSON-FREEMAN WINDOW DISPLAY

Specializing in window and store display advertising

327 E. 29th St.
Lexington 5780
New York City

Investigation of

Installment Selling Methods

Detailed probe into exact methods, plans, terms, dangers, collection, discount, financing, etc. Over 100 typewritten pages, **$100.00.** Table of contents free.

THE BUSINESS BOURSE

15 West 37th St., New York City

Tel.: Fitzroy 6720

Mail Order Selling Entering New Era

[CONTINUED FROM PAGE 25]

based on the powerful drag of practical economics. The consumers believe they are buying more advantageously.

It is a most significant thing, this state of mind and belief by the consumer regarding mail order buying. We now have some accurate measurements of it, for the University of Oregon (the School of Business Administration) made a survey among 2400 consumers, 1440 of them in various parts of Oregon, and the remainder in Portland. The results showed that the public believed retailing costs were too high; that the mail order house and the chain store were doing all they could to hold prices down. *Seventy per cent believed that the mail order house could sell cheaper than the regular retailer.* Those who admitted trading with mail order houses did so because of prices. Twelve hundred and forty-eight people out of the group bought from mail order houses—over 50 per cent. Those who said they preferred the mail order house because of wider range of merchandise were 55 per cent. Both the department and the chain store are ahead of the regular retail store in this respect, but not ahead of the mail order house.

ANOTHER striking thing about the mail order house "come back" is that it is making an experimental coalition with the chain store. Retail "chain" stores are being opened by the big mail order houses in their cities of warehouse location. They have the stocks of goods there, and there is no reason whatsoever why they should not take advantage of their local trading opportunity. On Oct. 15, Sears, Roebuck & Company will open a chain store at Evansville, Ind.—the first one in a town where they have no warehouse.

The number of mail order customers sold to by mail order houses is, after all, only a small fraction of the whole; and the number of new customers possible to reach by this new method may be a very potent addition to the list of customers. The residents of the mail order warehouse cities have the advantage, envied by those far away from it, of being able to buy at calatog prices without a cent extra for transportation. Many families in New York or Chicago actually buy *groceries* from the mail order houses.

We are likely to see some further interesting experiments conducted by the mail order house, since it represents a very high order of brains. Both the great western mail order houses have in recent years acquired new presidents, and the stage is set for a new era for the mail order method; an era possibly of alliance with the chain store idea, or possibly with house-to-house selling. Certainly periodical advertising must increasingly play a lively part in the development.

Shoot Straight With Your Men

[CONTINUED FROM PAGE 21]

what are his plans for him? Their investments and other matters purely personal. Suggest a course of reading that will develop and broaden them and fit them for a bigger job. If you find them slowing down and getting into a rut, point this out to them in a kind and friendly manner and suggest a remedy.

When they have demonstrated themselves to be capable of handling a bigger job, give them a chance at it if you have one to offer. Pile responsibility on them as fast as they are able to bear it, for nothing develops men like responsibility and confidence.

In closing, may I stress the necessity of greater care when employing salesmen? Too little care is frequently used in analyzing the type of selling we have to do and the type of sales ability required for a particular job, with the result that in too many organizations there are many misfits—round pegs in square holes and vice versa. It is not fair to the salesman to place him in a position requiring a type of sales ability that he does not possess only to have him fall down with a loss to the firm in time and money, but an immeasurably greater loss to himself in broken morale.

The *best* salesmen come from nowhere in particular, but from everywhere in general, to the firms and sales managers who know how to select them and then know how to treat and direct them.

"Own Your Own Home"

Is the name of a new magazine to be published monthly by Macfadden Publications, Inc., New York. Don Miller, formerly with *House and Garden* and *Better Homes and Gardens*, has been appointed advertising director.

Howland and Howland

Publishers' representatives of New York and Chicago, have been appointed to represent the *Canandaigua* (N. Y.) *Messenger*, which was recently purchased by E. D. DeWitt, formerly general manager of the *New York Herald* and former associate owner of *Editor and Publisher*.

M. D. Hunton

For thirty years connected with the advertising business and in recent years one of the partners of Cone, Hunton & Woodman, Inc., publishers' representatives, New York, died at his home in White Plains, N. Y., on August 9.

E. E. Leason

Until recently advertising manager of the B. F. Sturtevant Company, Boston, has been appointed vice-president, effective September 1, of the F. S. Root Company, Inc., same city, direct mail specialists.

Just a photograph of a ham, a radio set or a ship is one thing—but a picture that tells a story is another.

FREDERICK BRADLEY :: *Photography for Advertisers*
435 FIFTH AVENUE, NEW YORK TELEPHONE CALEDONIA 5645

one paper, one purpose, one thought

Distinctive Features:

1. Twenty-nine years' continuous service to the power plant field.
2. Covers every phase of power plant installation and operation with authoritative information.
3. Its entire organization is devoted exclusively to this one publication.
4. Issued semi-monthly, the 1st and 15th of each month, it correctly meets the professional needs of its 23242 subscribers and effectively and economically serves its advertisers.
5. The power plant guide in 35 leading industries.

CONCENTRATION on Power Plant Engineering exclusively, by our staff of circulation service representatives results in the most intimate knowledge of the field.

The contact of these representatives day by day with the key men in America's power plants guarantees selected circulation to the advertiser.

Free to concentrate on one thought—the service of one paper to power plant men who buy — these representatives provide, for the manufacturer of products used in the power plant field, an audience which merits your earnest consideration.

POWER PLANT ENGINEERING
A.B.P. 537 So. Dearborn St., Chicago, Ill. A.B.C.

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Copy Policies That Fix Identity

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the letters beautiful. They are drawn or always used to be by some silverware engraver used to working in metal, not ink and paper.

Yet this is very perfect and very succesful advertising, because it expresses the intense conservatism and absolute self-confidence of the house. They do not mention style because fashions develop slowly in their merchandise. If they consider anything good they carry it. If they don't have it the inference is that it isn't good. It is a wonderful style—for Tiffany.

THIS advertising illustrates a point I tried to make awhile ago—a copy policy is more important than the copy itself. Tiffany advertising is all policy. There is particularly no copy at all. There have been many imitations of the Tiffany style. Many firms in jewelry and other lines have imitated the appearance of the advertising but never for long. The difficulty was that this style did not express the character of their business while it did express the character of the Tiffany business.

Another long fixed type of newspaper advertising which has been widely imitated but never with any success is the Rogers Peet style. Originated to get around the difficulty of drawing a suit of clothes so that it would look good enough to justify the price asked for it—the same problem we discussed in connection with Revillon furs—it took popular fancy and has been used for years. Imitators try it but never for long. Incidentally it uses a small space to great advantage. It has great freedom and flexibility. It is jocose without being offensive — all good things.

There is always some element of interest in a product to be advertised and the first thing to do is to find it and bring it out. Sometimes advertisers choose the wrong interest to stress. Remember it is not the thing you think most interesting, but the point which the people who will buy the goods will consider the most interesting.

Now and then there is a product which seems absolutely barren of interest. It is usually a trademarked article competing with other trademarked articles for the same purpose and made in the same way with little difference of quality or convenience in the whole lot. Yet your customer wants and deserves his share of the market, which is probably large enough for all.

Well, here is where the ingenuity of the copywriter is severely taxed. He must bring interest into the subject from the outside. He must slip it in to look as if it belonged there—not force it in. It must be a real interest and, since it is not intrinsic, at least, it must be related to the subject in hand. It will be well to choose an interest

which everybody likes. Pretty girls, romping children, appealing puppies, scenes at gay resorts—these have all done more than their share in supplying interest to advertising subjects which were in themselves uninteresting. Let's not use them if we can find something else that the reader will like as well.

I always feel as if there is a certain futility about discussing advertising copy for, after we have settled to our own satisfaction what it should be and how it should be done, we pick up a magazine or a newspaper and see something so fine, so perfect, so inspiring that we give it an instant tribute of admiration and then we look at it again and find that the man who wrote it did not do any of the things we had just decided he ought to do. It is this elusive quality which takes the writing of advertising copy out of the routine and makes us feel for a minute at least as if it might be entitled to be called an art.

Campbell-Ewald Company

Chicago office, will direct advertising for the Bucyrus Company, South Milwaukee, Wis., manufacturers of heavy machinery.

"Birmingham (Ala.) Post"

First of the Scripps-Howard newspapers, has moved to Commercial Realty Building, Eighth Avenue and 19th Street.

Ben Sweetland

Has resigned as vice-president and director of sales of the Robert L. Stillson Company, printers, New York, and has established an independent business to specialize in direct mail campaigns under the name of Ben Sweetland, Inc., with offices at 25 West 43d Street, same city.

Witte Engine Works

Kansas City, Mo., have appointed P. Andresen Schmidt as export manager. Mr. Schmidt was for many years associated with W. R. Grace and Company

T. C. Greeley

Formerly vice-president of G. Allen Reader, Inc., has joined the staff of the Drug Topics Publishing Company, Inc., New York.

The Kenyon Company

Boston, announces the addition to its staff of George F. Marsh, formerly production manager and art director of the O'Connell-Ingalls Advertising Agency, same city, and Ira Newton Jelalian, formerly general manager of the O'Connell-Ingalls Advertising Agency and previous to that production manager of the Wood, Putnam and Wood Company.

Klau-Van Pietersom-Dunlap-Younggreen, Inc.

Milwaukee, will direct advertising for the National Enameling & Stamping Company, same city, manufacturers of oil cook stoves, oil heaters, enamelware, tinware and kindred products.

Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Business Opportunities

An unusual mail order opportunity reaching 40,000 of the best consumer buyers in the United States. The entire cost is only 1c. a name including postage direct to the consumer. John H. Smith Publishing Corporation, 154 Nassau St., New York City.

Multigraph Letter Folder for sale. Due to installation of larger machine we have one multigraph Model 17 letter folder for sale. Machine is in excellent condition and makes either one or two parallel folds at rate of about 4,000 per hour. Equipped with 60 cycle, 110 volt motor. Price $100 f. o.b. North Tonawanda, N. Y. We will gladly pack for shipment. Weatherbest Stained Shingle Co., Inc., North Tonawanda, N. Y.

Service

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
14 West 40th St., New York City.
Telephone Penn. 3566.

I write ads that folks can't forget. May I write yours?
Elizabeth Wealth
846 Whalley Ave.,
New Haven, Conn.

Branch Office Service

NEW YORK MAIL ADDRESS $2.00 MONTHLY

Other services $3.00 up. Office services. Telephone messages taken $5.00. Write for circular. Room 501, 32 Union Square, Telephone Stuyvesant 8300.

Miscellaneous

AGENTS' names neatly typewritten from our one day old inquiry letters. Price right.
K. WORLD
166 W. Washington, Chicago

Position Wanted

ADVERTISING MAN—PERSONAL SERVICE

Forceful writer; 10 years' successful experience; know space, art work, engineering, printing; part time basis. Box No. 285, Adv. and Selling Fort., 9 East 38th St., New York City.

PRACTICAL ALL ROUND MAN FOR SMALL AGENCY

Now employed Assistant to Advertising Manager out of town. Wish to relocate in New York. Desire position with opportunity for training in Agency practice. Have complete knowledge space buying, media, layout and general advertising. Copy writing experience especially transportation and resorts. Box 297, Adv. and Selling Fort., 9 East 38th St., New York City.

Correspondent—Assistant Sales Manager desires change after Sept. 1. Knowledge of advertising and printing, excellent references, unlimited ambition. Age 26, married, present salary $55. Box 295, care of Adv. and Selling Fort., 9 East 38th St., New York City.

Help Wanted

PRINTING SALESMAN—Old established concern, having one of the best equipped plants in State for the manufacturing of loose leaf, blankbooks and commercial forms, has an opening for real salesman now earning $5,000 per year; drawing account against commission. Box 294, Adv. and Selling Fort., 9 East 38th St., New York City.

INDUSTRIAL SALES PROMOTION MANAGER

Medium-sized manufacturer of iron products located in the south has opening for young, capable and enthusiastic sales promotion with advertising experience. In writing, state experience and salary expected. Address R. C. F., Box 2031, Birmingham, Alabama.

Specialty salesman to call on retail merchants. Starting salary $50 weekly and expenses. Apply by letter only, giving complete record of past sales experience. State age, whether married or single and the sort of sales work you have found most congenial. This is a road job which may keep you away from home a month at a stretch. Address J. N. Nind, Jr., 200 Division Avenue North, Grand Rapids, Mich.

"GIBBONS knows CANADA"
J. J. Gibbons Limited, Advertising Agents
TORONTO MONTREAL WINNIPEG

The Fortnightly Offers to Advertisers

A STATE OF MIND!

WHAT is it that distinguishes the advertising pages of the Fortnightly from those of any other publication?

It is what the reader brings to those pages!

For this is what the Fortnightly offers to the advertiser who understands that white space plus circulation is not the whole story:

Not mere numbers:

The Fortnightly has grown more rapidly in point of circulation than any other paper in its field; yet there are circulations larger in point of numbers.

Not merely potential purchasing power:

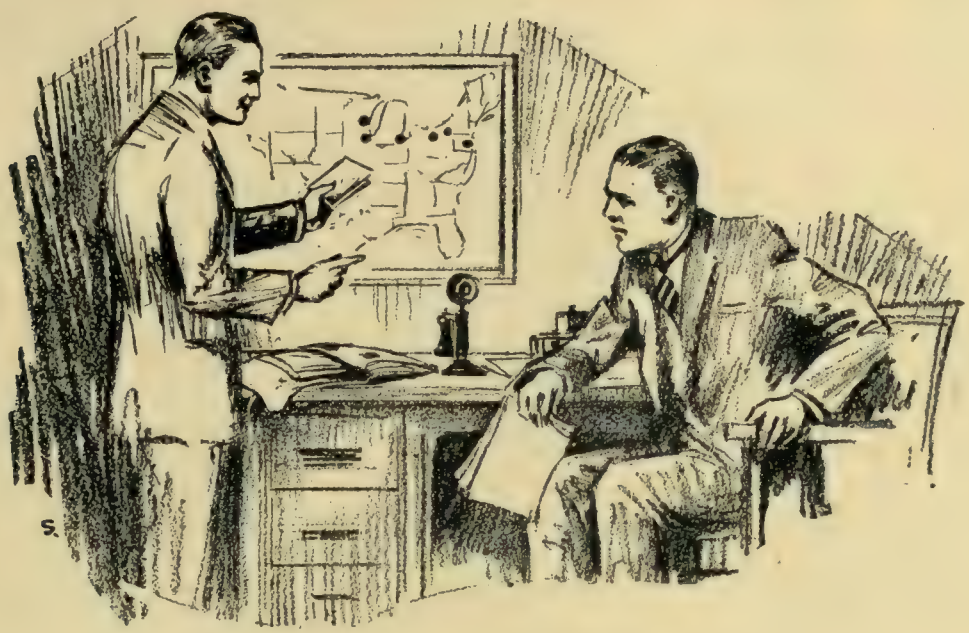
While the Fortnightly's list of executive-subscribers is the very cream of the advertising world, with purchasing power in the millions, yet that very power would be of uncertain value to the advertiser were it not coupled with that which is exclusively the Fortnightly's:

The Inquiring Mind:

Whatever his attitude toward other publications, the reader of the Fortnightly brings to it an inquiring mind, a mind alert to new ideas or to new aspects of old ideas. He has learned to expect frank discussion, fearless inquiry, a sincere dissection of sham. In such a state of mind, quite naturally the message of the advertiser is brought under the focus of that same active, inquiring mind.

Publishers, advertising agents and others are invited to use the advertising pages of the Fortnightly to tell the *truth* about themselves.

Advertising & Selling FORTNIGHTLY



More To Sell Than Space

STANDARDIZED merchandising service that is the maximum of efficiency in opening up a territory or in extending trade already under way is now available to advertisers through the grouping of the Boston American, Chicago Evening American, Detroit Times, Rochester Journal, Syracuse Telegram and Wisconsin News (Milwaukee).

These six newspapers are represented in the National Field by one contact and merchandising organization. It is composed of men who *know* their markets, who study them and are trying every minute to render real service to manufacturers and their advertising agents. If you question this, and are interested in any of the markets covered by the newspapers listed, send a wire of inquiry to the nearest office of the group and see how fast and how accurately the response comes back. And it will be a response based upon *facts* and not a word painting of a pretty picture merely to placate the inquirer.

A representative of this group of newspapers will welcome an opportunity to discuss with national advertisers a plan built upon practical sales co-operation and intelligent personal service.

EASTERN OFFICE:
2 Columbus Circle, New York City
R. E. Boone, Manager

WESTERN OFFICE:
Hearst-Square Building, Chicago
H. A. Koehler, Manager

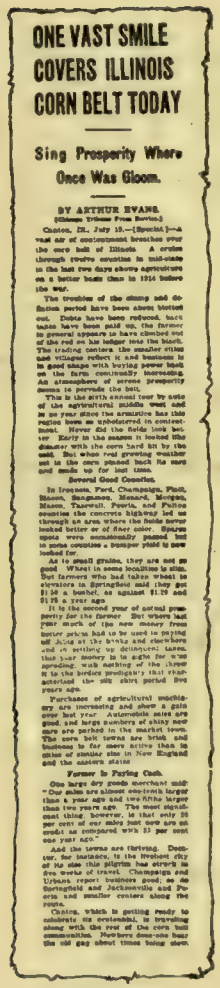
NEW ENGLAND OFFICE:
5 Winthrop Square, Boston
S. B. Chittenden, Manager

BOSTON AMERICAN
CHICAGO EVENING AMERICAN
DETROIT TIMES

ROCHESTER JOURNAL
WISCONSIN NEWS (Milwaukee)
SYRACUSE TELEGRAM

Fortune Smiles *in the* Corn Belt

and makes The Chicago Territory the place to concentrate advertising and selling efforts now!



ONE VAST SMILE COVERS ILLINOIS CORN BELT TODAY

Sing Prosperity Where Once Was Gloom.

BY ARTHUR EVANS.
(Chicago Tribune Farm Service.)

Canton, Ill., July 18.—(Special.)—A vast air of contentment breathes over the corn belt of Illinois. A cruise through twelve counties in mid-state in the last two days shows agriculture on a better basis than in 1914 before the war.

The troubles of the slump and deflation period have been about blotted out. Debts have been reduced, back taxes have been paid up, the farmer in general appears to have climbed out of the red on his ledger into the black. The trading centers, the smaller cities and villages reflect it and business is in good shape with buying power back on the farm continually increasing. An atmosphere of serene prosperity seems to pervade the belt.

This is the fifth annual tour by auto of the agricultural middle west and in no year since the armistice has this region been so upholstered in contentment. Never did the fields look better. Early in the season it looked like disaster with the corn hard hit by the wind. But when real growing weather set in the corn pushed back its ears and made up for lost time.

Several Good Counties.

In Iroquois, Ford, Champaign, Piatt, Macon, Sangamon, Menard, Morgan, Mason, Tazewell, Peoria, and Fulton counties the concrete highway led us through an area where the fields never looked better or of finer color. Spring spots were commonly passed but in some counties a bumper yield is now looked for.

As to small grains, they are not so good. Wheat in some localities is slim. But farmers who had taken wheat to elevators in Springfield said they got $1.50 a bushel, as against $1.20 and $1.75 a year ago.

It is the second year of actual prosperity for the farmer. But where last year much of the new money from better prices had to be used in paying off debts at the banks and elsewhere and in settling up delinquent taxes, this year money is in sight for wise spending.

"Purchases of agricultural machinery are increasing and show a gain over last year. Automobile sales are good, and large numbers of shiny new cars are parked in the market towns. The corn belt towns are brisk and business is far more active than in cities of similar size in New England and the eastern states.

Farmer Is Paying Cash.

One large dry goods merchant said: "Our sales are almost one-third larger than a year ago and two-fifths larger than two years ago. The most significant thing, however, is that only 20 per cent of our sales just now are on credit, as compared with 35 per cent one year ago."

And the towns are thriving. Decatur, for instance, is the busiest city of its size this pilgrim has struck in five weeks of travel. Champaign and Urbana report business good; so do Springfield and Jacksonville and Peoria and smaller centers along the route.

Canton, which is getting ready to celebrate its centennial, is traveling along with the rest of the corn belt communities. Nowhere does one hear the old gag about times being slow.

A VAST air of contentment breathes over the corn belt of Illinois—and prosperity has settled down in this section. Agriculture is on a better basis than it has been for years—and farmers, manufacturers, dealers, the whole organization of industry, are feeling the benefit.

"In no year since the Armistice," says Arthur Evans, who makes an annual tour of the agricultural Middle West for The Chicago Tribune, "has this region been so upholstered in contentment. Never did the fields look better.

"It is the second year of actual prosperity for the farmer. But where last year much of the new money from better prices had to be used in paying off debts, at the banks and elsewhere, and in settling up delinquent taxes, this year money is in sight for wise spending.

"Purchases of agricultural machinery are increasing. Automobile sales are good, and large numbers of shiny, new cars are parked in the market towns. The corn belt towns are brisk and business is far more active than in cities of similar size in New England and the Eastern States."

For the Chicago Territory, Corn is king. A bumper crop means prosperity not only among the farmers but in the great industries. Chicago thrives on corn. But not only Chicago.

"The towns are thriving," says Mr. Evans. Decatur, Champaign, Urbana, Springfield, Jacksonville, Peoria, Canton, are listening to the corn grow at night and watching their business grow by day.

One big dry goods merchant said that a year ago 35% of his sales were on credit; today only 20%. Mortgages have been lifted, notes taken up, back taxes paid and money is going into substantial things.

The Chicago Tribune is the great, dominating newspaper of the Corn Belt. In 1,161 towns of the Chicago territory, The Chicago Sunday Tribune reaches at least 20% of all the families. In 179 towns of 5,000 population or more the average coverage is 67% of the families. In 509 towns of 1,000 population or more the average coverage is 65%. In 642 towns of less than 1,000 population the average coverage is 47%.

Here is a great rich territory, whose prosperity is augmented by a bumper corn crop. The Chicago Territory, with only one-eleventh of the area of the United States, contains one-sixth of the population and one-fifth of the wealth. The Chicago Tribune, which has the largest city and suburban circulation of any Chicago newspaper, is read by the bankers and dealers and prosperous citizens of the five States.

Tribune men have a vitally important story of this Territory, of The Chicago Tribune's position in circulation and influence, and of the results that Tribune advertising has brought to many manufacturers. Perhaps a Tribune man will be able to show you how The Tribune can help to increase your profits.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Circulation more than 600,000 daily; more than a million Sunday

Advertising & Selling

FORTNIGHTLY

Public Library
Kansas C

Kansas City

Photograph by J. W. Pondelicek for Quaker Oats

SEPTEMBER 9, 1925 15 CENTS A COPY

In this issue:

"What Price Installment Selling?" By De Leslie Jones; "The Verdict Would Be 'Guilty'" By D. N. Mosessohn; "Winter and a Coal Strike" By Floyd W. Parsons; "The Hares and Tortoises of Advertising" By G. Lynn Sumner; "Replying to Mr. Edison" By Earnest Elmo Calkins

Singing Youth

The joy of youth and beauty—freedom and adventure—are reflected in many radiant features published in The Chicago Daily News.

The rising generation of Chicago and its suburbs reads The Daily News for such features, as older readers read it for the features that appeal to them, in full confidence that they will find what is most pleasing and profitable to their individual tastes and needs.

The strength of The Daily News is in its popularity in Chicago homes. This is due largely to its all round reader interest—it has the best possible features for every member of the family.

The Daily News has been aptly called "the department store of Chicago newspapers"—because it closely approximates department store service to its readers—in the charm and variety of its news and editorial features, and the comprehensiveness of its advertising. Its "shop news" is the most complete in Chicago, rendering a most valuable service to the buyers of Chicago, young and old alike.

The responsiveness of Daily News readers to advertising is shown by the fact that The Daily News publishes a greater volume of display advertising than any other Chicago daily newspaper.

THE CHICAGO DAILY NEWS

First in Chicago

Note—Report for the first seven months of 1925

TOTAL DISPLAY ADVERTISING LINEAGE:

The Chicago Daily News . . . . . 8,937,325 lines
The next Chicago daily paper . . . . . 7,189,239 lines

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume 5. No. 10. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.

"Coordinating Advertising with Sales"

Address delivered before the 1925 Convention of Associated Advertising Clubs of the World

By

ARTHUR W. SULLIVAN

Vice-President

Joseph Richards Company, Inc., New York

MR. Sullivan's address is notable for the ideal of advertising agency service which it establishes and develops. And this ideal, as presented in his address, represents the policy of the Joseph Richards Company, Inc., in its relationship to its clients; a policy which is helping to build sound, profitable sales and advertising programs. In response to numerous requests for reprints of Mr. Sullivan's address, we have published it in booklet form. Any interested business executive may obtain a copy by writing us.

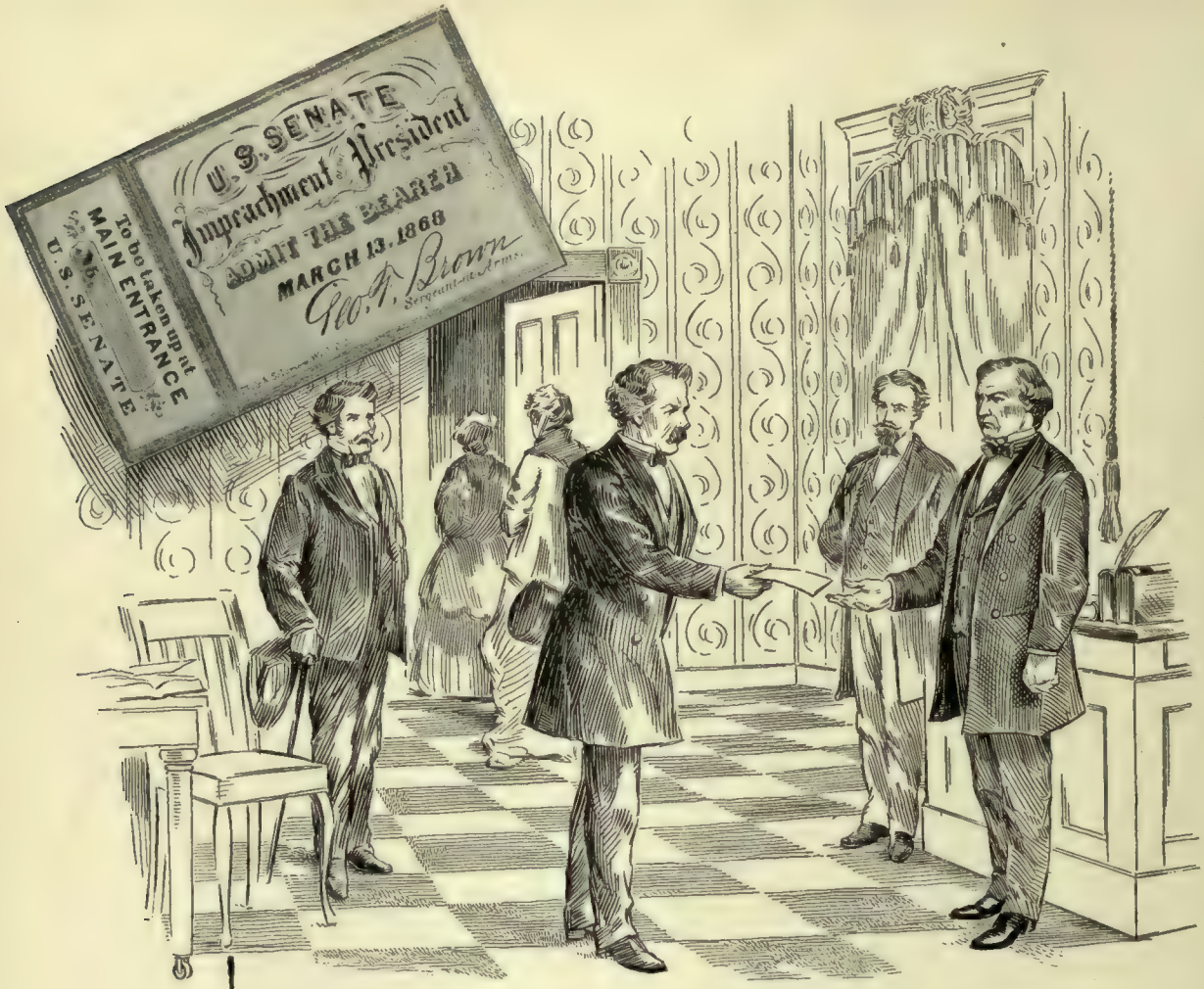
JOSEPH RICHARDS COMPANY, INC.

253 PARK AVENUE · NEW YORK

An advertising agency established 1874

Member American Association of Advertising Agencies

"FACTS FIRST — THEN ADVERTISING"



Andrew Johnson
was impeached in 1868 and retained his tenure of the Presidency of the United States by an uncomfortably narrow margin. One year after that long ago and almost forgotten event, The Indianapolis News was born—a little four-page daily in the little Indiana town that was destined to become the Hoosier metropolis and the largest inland city, not on navigable water, in the two Americas.

The Indianapolis News of 1869 was quaint and rural, but it had vitality, veracity, character and ambition, and it has kept pace every day since with the growth of its community. Since 1869, it has been a habit of The Indianapolis News to be first in Indiana in circulation, in advertising volume*, and overwhelmingly first in results for advertisers.

*In 1923 and again in 1924 The Indianapolis News carried more advertising than all other Indianapolis newspapers combined—in less than half as many issues. *Proof* of results!

The INDIANAPOLIS NEWS

DAN A. CARROLL,
110 East 42d St., New York.

FRANK T. CARROLL
Advertising Manager

J. E. LUTZ,
The Tower Bldg., Chicago

Page 5—The News Digest

G. H. Mitchell

Pen and ink artist, has become associated with Huckins-Smith, Inc., advertising artists, New York.

"Motor Camper and Tourist"

Has purchased the subscription lists of *The New York Motorist* in conjunction with which it will hereafter be published under the name of *Motor Camper & Tourist Combined With The New York Motorist.* R. W. De Mott, business manager of the Experimenter Publishing Company, will be editor of the combined publication.

J. E. Wilson

Who retired recently as vice-president of Wilson Brothers, wholesale men's furnishing company, Chicago, ended his life on September 4 at his home in Evanston, Ill., following a nervous breakdown.

Fox and Mackenzie

Philadelphia, will direct advertising for the Stockham Pipe & Fittings Company of Birmingham, Ala.

The Power, Alexander & Jenkins Company

Detroit, will direct advertising for John G. Monihan, manufacturer of the Monihan Sedan Cruiser, and for the Orotone Battery Company, builders of a new radio battery.

C. C. Rosewater

Until recently vice-president and general manager of the Omaha, Neb., *Bee*, has been appointed director of publication of "*Success*," New York.

A. W. Brownell

Has been appointed business manager of the *Commercial Car Journal* and *Motor Transport*, both published by the Chilton-Class Journal Company.

New York State Newspaper Advertising Managers Association

Is to establish a bureau to disseminate advertising ideas, new forms and methods, and general information of interest to newspaper advertising managers.

Business Publishers International Corporation

New York, announces the appointment of Orme Fetterly, identified for many years with the selling of export advertising in the Chicago district, as Western representative; and E. P. Day, who has been representing *El Automovil Americano* and *The American Automobile* (Overseas Edition) in Chicago, as representative in the Michigan and western Ohio territories.

The Thumbnail Business Review

By Floyd W. Parsons

THE most important happenings in recent days are the progress made toward a settlement of the debt controversy between England and France, and the actual closing down of the anthracite mines in Pennsylvania. The importance of both of these developments has not been recognized by the public at large. If we have come to an end of the dickerings over national debts in Europe, the result will be felt favorably throughout the world. On the other hand, the feeling that the strike of the coal miners is a matter of small concern is a silly as well as a dangerous notion. It is a two to one wager that if the miners are defeated in this present fight, the victory will be won at a heavy cost after many months of worry and suffering. Our greatest hope should be that the present trouble will develop into a finish fight so that we may know for once and all where the country stands with respect to its fuel supply and the future of its most basic industry.

¶ In practically every other avenue of business, the outlook continues favorable. Business failures in August were the smallest in more than a year. Steel mill operations increase, and car loadings during the third week in August set a record for the year. The present enormous volume of traffic is being handled without any transportation difficulties, which is a most encouraging fact. The credit situation is in sound shape due to the absence of the speculative spirit in practically all markets. Money is plentiful and there are no alarming evidences of general inflation.

¶ The crop situation is promising, especially from the standpoint of money return to the farmers. Wheat prices are on a profitable level for growers and the corn crop will be at least normal if it escapes an early frost.

Casey & Lewis

Nashville, Tenn., advertising agency, have purchased the organization and entire business of the Wilson Advertising Agency, same city.

The Lawrence Fertig Company, Inc.

New York, will direct advertising for Terri, Inc., same city, manufacturers of vanity cases; and for the Mac-Stone Stucco Company, Brooklyn, N. Y.

Geo. Sellier

Director of publicity in Belgium for Lever Brothers, manufacturers of Sunlight Soap, and president of the Chambre Syndicale Belge De La Publicite, died recently in Brussels, Belgium.

Richard Webster

Recently director of research, advertising department, *The Literary Digest*, has become associated with Reimers & Osborn, Inc., New York advertising agency, as vice-president.

George S. Dyer

Formerly with Yost, Gratiot & Company, St. Louis, is now associated with the New York office of the Lyddon & Hanford Company in charge of plans and copy.

N. W. Ayer & Son

Philadelphia, will direct advertising for the Victor Talking Machine Company, Camden, N. J.

George Batten Company, Inc.

New York, will direct advertising for the "Amory Browne Fabrics" line of draperies for Amory Browne & Company, Boston, Mass.

Midland Advertising Agency

Cincinnati, will direct advertising for the Churngold Corporation and for the Effarsee Radio Company, both of Cincinnati.

Fourth Annual Convention of N. I. A. A.

Has announced the names of the following speakers who will appear before the convention: C. K. Woodbridge, president, Dictaphone Corporation and president, Associated Advertising Clubs of the World; Bruce Barton, president, Barton, Durstine & Osborn; F. J. Petura, general purchasing engineer, Henry L. Doherty Company; A. M. Staehle, Department of Publicity, Westinghouse Electric and Manufacturing Company; E. P. Blanchard, advertising manager, Bullard Machine Tool Company; Walter Drey, vice-president, *Forbes Magazine;* Allan Brown, advertising manager, Bakelite Company; E. J. Mehren, vice-president, McGraw-Hill Company, Inc., and editor of *Engineering News-Record;* Captain M. F. Behar, advertising manager, C. F. Tagliabue Manufacturing Company; G. A. Richardson, manager, Technical Publicity Department, Bethlehem Steel Company; A. W. Diller, The Blackman Company.

[ADDITIONAL NEWS ON OTHER PAGES]

Board Room of The William Wrigley Company
Courtesy American Walnut Association

IT WAS THE ONE THING LACKING!

The sales manager said: "I want each of you salesmen to interview the superintendent and works manager in addition to the purchasing department." *Nothing was said about the higher executives.*

The advertising manager said: "Our advertising will be aimed at the engineer and superintendent, even the worker in the plant in some instances." *Nothing was said about the higher executives.*

The general manager said: "We'll take our chance on the final approval if you men will convince the group that recommends." *No plan was made for carrying the campaign direct to the men higher up.*

And that year as usual, after weeks of expensive sales effort, thousands of vice-presidents asked the disturbing question—"Are they the right people to buy from?" Thousands of treasurers did their part in cancelling weeks of expensive sales effort by saying, "Isn't the price out of line?" And thousands of buying conferences brought the answer "No" to waiting salesmen when it might just as well have been "Yes."

The final approval wasn't very important until it was the one thing lacking. Then its importance was out of all proportion to the added cost of a campaign laid directly before the men higher up.

More than 50,000 *Presidents of Corporations read Nation's Business*
More than 22,000 *Vice-Presidents of Corporations read Nation's Business*
More than 21,000 *Secretaries of Corporations read Nation's Business*
More than 10,000 *Treasurers of Corporations read Nation's Business*
More than 15,000 *General Managers of Corporations read Nation's Business*
More than 169,000 *Major Executives in* 117,162 *Corporations read Nation's Business*

You will find of interest a detailed analysis of our 200,000 subscribers. Let us tell you how other advertisers are using this magazine to make their advertising expenditures more productive. Get an executive "yes" when the order hangs in the balance.

NATION'S BUSINESS

MORE THAN 200,000 CIRCULATION. MEMBER A. B. C.

30,000 People Saw The News' Better Home Show in Two Days

BIRMINGHAM has a Hollywood, too! It is a new subdivision over on Red Mountain. The Nelson Real Estate Company announced Hollywood to the public on Sunday, August 16th, with a ten-page section in The Birmingham News.

30,000 Birmingham people visited Hollywood within two days. Motor cars were parked all over adjacent territory while interested spectators visited these beautiful homes. Traffic officers were called to help handle the crowds.

That's the kind of response advertising in the Birmingham News receives. People have confidence in undertakings that the News backs. They all know that if they get The News "in behind" any movement it will be a success.

In the words of Chesterfield, "Such popularity must be deserved."

Net Paid Circulation

75,000 Daily **85,000 Sunday**

The Birmingham News

THE SOUTH'S GREATEST NEWSPAPER

NATIONAL REPRESENTATIVES

KELLY-SMITH CO.
New York

J. C. HARRIS, Jr.
Atlanta

KELLY-SMITH CO.
Chicago

FASHION percolates downward. For many years, the Sweeneys of the Fair Isle wore the local sweaters unhonoured and unsung.

The Prince of Wales wore a Fair Isle sweater once, and promptly they were the mode on two continents.

So great is the power of a leader.

The Condé Nast Group have the leaders in every community. What they wear, what they do, what they select for their homes, immediately becomes the mode for the rest of the community.

These leaders read our magazines for news of luxury merchandise. Editorial and advertising pages alike. Use the leverage of their approval to make your merchandise the mode.

VOGUE
VANITY FAIR
HOUSE & GARDEN

THE CONDÉ NAST GROUP

All members of the Audit Bureau of Circulations

THE Union Trust Company—the first trust company in Detroit—was also the first to use a full page newspaper advertisement.

It was the privilege of the Campbell-Ewald Company to counsel with the Union Trust Company in the preparation of that first advertising message—and of all the many that have followed.

Today the great majority of Detroiters are intimately familiar with the seven services of a Trust Company—services that were little known and less understood such a few years ago.

Because of the broad-gauged educational nature of Union Trust Company advertising, all trust companies have benefitted therefrom. But the predominant position of the Union Trust Company in the financial life of Detroit is today outstanding proof of the logic and wisdom of its advertising policy.

The Campbell-Ewald organization of 197 people, owned entirely by the men who operate it, with a volume of business placing it among the first ten agencies in the country, is at your service to handle large or small accounts. At any time, anywhere, we'll be glad to talk with you.

CAMPBELL - EWALD COMPANY

Advertising

General Offices: DETROIT, MICHIGAN

H. T. EWALD, *Pres.*
E. ST. ELMO LEWIS, *Vice-Pres.*
GUY C. BROWN, *Vice-Pres. and Sec'y*
J. FRED WOODRUFF, *Treas. and Gen. Mgr.*

NEW YORK
CHICAGO
CINCINNATI
LOS ANGELES
SAN FRANCISCO
TORONTO

Advertising Well Directed

© C. E. Co., 1925

This is a
DELINEATOR House

Built by a
DELINEATOR Reader

From a
DELINEATOR House Plan

Designed by
DONN BARBER for—

The
DELINEATOR

Founder of Better Homes in America

CHICAGO NEW YORK SAN FRANCISCO

Buffalo the Wonder City of America

83% in Buffalo Read the News

The Success of the News is due to the fact that more than four out of every five families in Buffalo insist upon having and reading it daily.

That is why advertisers get such splendid results—why local retailers make such large investments in the News for their own advertising.

83% of the English reading people in Buffalo read the NEWS. The NEWS is all you need to cover Buffalo.

Greatest Circulation in New York State Outside of New York City

BUFFALO EVENING NEWS

A.B.C. Mar. 31, 1925
129,777

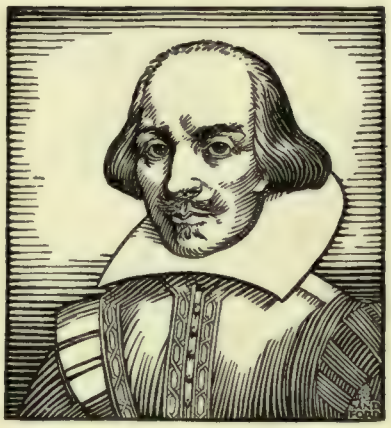
EDWARD H. BUTLER, Editor and Publisher
KELLY-SMITH COMPANY, National Representatives

Present Average
135,236

Marbridge Bldg., New York, N. Y. **Lytton Bldg., Chicago, Ill.**

THE *INTERRUPTING* IDEA

NUMBER THIRTY NEW YORK SEPTEMBER 1925



SHAKESPEARE

"That which we would do,
We should do when we would;
For, this world changes." —HAMLET

The Incoming and Outgoing Classes

EACH year, 2,500,000 newly born Americans begin consuming.

400,000 somewhat older Americans are graduated from high schools.

1,250,000 brides begin housekeeping.

1,250,000 young husbands begin spending their pay-envelopes in a different way.

2,000,000 families move into new homes or apartments.

§

ON THE other hand, every year, 1,400,000 Americans die.

An equal amount probably lose their productive capacity.

§

EVERY advertiser's market is constantly dropping off at the top.

It is being constantly renewed from the bottom.

His annual loss of possible prospects is not less than 10 per cent, and it may run up to 50 per cent.

Thus, in a few years, his market may have become entirely new; it may have moved beyond the influence of advertising done a few years back.

§

ADVERTISERS, in these competitive days, realize the danger in stopping their publicity.

But many are not aware of that other great danger —letting their advertising grow tired.

Their copy grows briefer and briefer, their insertions fewer and fewer, their story grows less and less. All this, on the theory that the public is "fed up", that everything has been said.

And yet, every year, there's another incoming class to be sold—and another outgoing class that is lost!

§

IN 1893, Knox's Sparkling Gelatine ran its first advertisements in the Ladies' Home Journal.

In 1900, Knox's Gelatine began in the Woman's Home Companion.

In 1909-10, McCall's, Pictorial Review, and Delineator were added to the list.

When, in 1917, the account came to Federal, Federal did not elect to do something commandingly new, on the theory that, after 24 years advertising, people must know all about Knox's Gelatine. Instead, Federal proceeded, as if no one had ever discovered its possibilities, with the results that the business has shown a most satisfactory increase each year

Each year, the same a-b-c questions have been coming in from the same sort of women. Each year, the same sort of letters have been requesting the cook-book. Each year, Mrs. Knox has been replying with the same interested, friendly letters. And today, this volume of consumer correspondence has grown greater than ever before, aggregating thousands and thousands of pieces a year.

§

AND so, no advertiser should permit himself to pass with the passing generation.

He must constantly rise again with the rising generation.

His job, like the school-teacher's, begins anew, every semester.

His aim must be to keep his advertising from growing tired, from accepting his own sophisticated state of mind as typical of his market.

Federal has the knack of keeping the big, fundamental story ever fresh and vital. Knack? It is more than a knack. It is the result of continuous hard work and constant renewal of inspiration. These are what Federal puts into every account.

§

"THE INTERRUPTING IDEA" *is also issued as an independent publication, printed on Strathmore Paper. Executives who wish to receive it regularly are invited to write to the* FEDERAL ADVERTISING AGENCY, *Six East Thirty-ninth Street. New York.*

"To rise above mediocrity — requires enthusiasm and a determination not to be satisfied with anything short of one's ideals."

Photo by J. W. Pondelicek for Pepsodent.

IT is really the engraver who makes possible the exact portrayal of life. The photographer cannot prevent certain photographic distortions in his plate which only a competent engraver can correct.

If you have an engraver who does work of this nature well, you may rest assured of his all-around ability. If you have not, we should be glad to have ourselves and our engraver-craftsmen given a trial.

The EMPIRE STATE ENGRAVING COMPANY
165-167 William Street. New York

"The leading authority of this industry says * * "

This phrase is frequently seen in the press today in connection with some important *Electrical World* announcement from the electrical industry.

Editors of 70 leading daily newspapers published in populous cities have requested *Electrical World* to give them *weekly* news from the central station and electrical manufacturing fields.

Recognizing that facts can come only from authoritative sources, these newspapers are depending upon *Electrical World* for authentic information — just as 432 other newspapers are depending upon McGraw-Hill for news of the entire industrial field. In the past year 906 columns of newspaper space have been used in quoting McGraw-Hill publications.

A publication that can be quoted in this manner week in and week out most assuredly offers to advertisers a very desirable atmosphere for increasing the prestige of their products.

The electrical industry looks to the editorial and advertising pages of *Electrical World* with the same confidence that newspapers look to it in getting facts for public information.

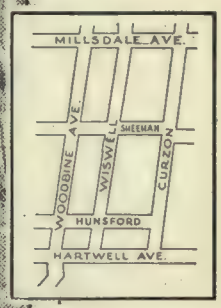
NATIONAL ADVERTISERS ASSOCIATION
For You Who Sell Technical Products
NIAA Convention
Hotel Chalfonte
Atlantic City
Oct. 19-20-21
INDUSTRIAL

Sales Data on Any Type of Electrical Equipment Furnished on Request

A.B.C. **ELECTRICAL WORLD** A.B.P.

Tenth Avenue at 36th Street, New York, N. Y.

—a McGraw-Hill publication



In this section of Hartwell are 139 residence buildings. Here, 86 Enquirers are delivered every morning.

Mrs. Hartwell

...and her country home in the city

Everything is spacious out where Mrs. Hartwell lives. Lawns are sweeping plots of velvet, framing roomy homes whose ample verandas beckon hospitably. There's plenty of room to breathe and be happy.

And Mrs. Hartwell seems to have absorbed the spacious happiness of her surroundings. She is always entertaining—Community Chest campaigns and charity drives never fail to enlist her aid. Yet she has time for her garden, and for a sparkling game of tennis on the courts near her home.

Nor is she ever too busy to read her Daily Enquirer. Any summer morning you'll see her, comfortably ensconced in a big porch chair, noting the news in her favorite paper. In the winter she reads it in front of the big open fireplace before she takes the bus for the city on her daily shopping tour.

As you have guessed, Mrs. Hartwell is not one woman, but many. In this community are 639 residence buildings. Here, 401 Daily Enquirers are delivered. A compact little market, with a multitude of wants and the means to supply them. A market, too, reached every morning of the week by one great newspaper—The Daily Enquirer.

N. B.

This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.

I. A. KLEIN
New York Chicago

R. J. BIDWELL CO.
San Francisco Los Angeles

The CINCINNATI ENQUIRER

"Goes to the home, stays in the home"

Aug. 3, 1925.

The New York Times:

Only a few months have elapsed since our advertisements of Art Furniture began to appear in the Magazine Section of The New York Times, but in that time we have had many inquiries and find that not only is the Magazine Section read in the immediate vicinity, but inquiries have come from California and Florida, as well as other distant points.

Upon checking up the requests that we have had through advertising in other newspapers and periodicals, you will doubtless be interested to know that The New York Times Magazine Section heads the list. The results have been most encouraging.

BARTON, PRICE & WILLSON, Inc.
Charles M. Willson,
46 E. 57th St., New York.

July 28, 1925.

The New York Times:

A 210-line advertisement which appeared in The New York Times Magazine Section on Sunday, March 22, had produced 135 inquiries up to May 31. Not only was this a most creditable showing for newspaper copy, but the enrolments resulting therefrom up to this time have been very satisfactory. A notable feature concerning this advertisement is that it is continuing to pull three months after its appearance. The life of the average newspaper advertisement, even though space in the Sunday magazine sections is used, is usually much shorter.

In transmitting this information to you, we feel that due recognition should be given to N. W. Ayer & Son, who are responsible for the high productivity of the copy, and who so wisely included The New York Times in our newspaper list.

ROY L. MANKER, President
Palmer Institute of Authorship
Hollywood, Cal.

August 3, 1925.

The New York Times:

Here are some of the facts on keyed advertisements in The New York Times Sunday Magazine: Kamrass & Sons—"Komfy Kushions" received more inquiries and more sales than from any other publication they have used.

M. Hensoldt & Sons received 111 inquiries from an advertisement on "Hensoldt Binoculars," equalling the return from the best outdoor magazine published which they used at the same time.

R. L. LeGRAND,
LeGrand Advertising Agency,
150 Nassau Street, New York

August 3, 1925.

The New York Times:

For the past two months we have been using the Magazine Section of The New York Times to advertise our portable shower baths. The cost of a portable shower bath is $7.45.

The first day this advertisement appeared we received instantaneous response and sold many more shower sets than we had any idea could be sold through advertising. Many of the sales were made directly over the counter and numerous orders received from out of town.

We are very well satisfied with this medium of advertising and thank you for your cooperation.

CHAMBERS HARDWARE & TOOL CO.
107 Chamoers St., New York
Irving Marcus, Pres.

Four Answers to the question—

"Does the Magazine Section of The New York Times Sunday Edition bring results to advertisers?"

THE NEW YORK TIMES Magazine Section combines the timeliness of a newspaper with the high literary quality of the best magazines. It is kept in substantial homes many weeks after publication, giving unusually long life to the advertisements.

The proof of the influence of the Magazine Section lies in the extent and the quality of its circulation. It is read both by those who make the news and those who want it.

APPROXIMATELY 600,000 persons—a group marked by its intelligence and solidity—buy The New York Times every Sunday. They can be reached through an advertisement in the Magazine Section, which is an integral and widely read part of the Sunday edition. Of these, 400,000 are in New York City and within a radius of 150 miles.

The rate for advertising in the Magazine Section of The New York Times is $1.00 an agate line—one-sixth of a cent a line for each 1,000 circulation.

Volume Five
Number Ten

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FORTNIGHTLY

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INSTALLMENT selling has grown to such proportions and become so vital a part of our present-day economic system that few have paused to give a thought to the serious consequences which are beginning to threaten. For certain purposes—such as building and furnishing a house, buying by easy stages some valuable and permanent commodity which will long outlast its payments, etc.—this method of doing business may be said to justify its existence. But an apparent mania for partial payments has set in. Sanity has been thrown by the board by frenzied purchasers, drunk with the power to live beyond their incomes. How the consequences may be moral as well as financial is outlined here by De Leslie Jones.

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Californians Inc.

Enthusiasm—Plus

IF any one should ask who are the best boosters in the United States, nine people out of ten would rightly answer, "The people of California."

Californians know the business value of enthusiasm. But they know more than that! For boosting is good business *only* when it is accompanied by a keen understanding of—and faithful adherence to—the basic principles of economic development.

An outstanding example of the keen business insight that has made California so successful is the national advertising now running over the signature of Californians Inc.

This campaign is supported and financed by the people of San Francisco, but it *advertises* all of California, particularly central and northern California, on the sound economic principle that the growth of a city is bound up in the growth and prosperity of its tributary territory.

The success of the advertising is demonstrated by a steady growth in the number of tourist-visitors, thousands of new settlers and an exceptional record of prosperity.

The McCann Company is justly proud of its share in planning and conducting this campaign for California development.

The advertising of Californians Inc. is handled by The H. K. McCann Company in conjunction with the Honig-Cooper Company of San Francisco.

THE H. K. McCANN COMPANY
Advertising

NEW YORK CLEVELAND SAN FRANCISCO DENVER
CHICAGO LOS ANGELES MONTREAL TORONTO

SEPTEMBER 9, 1925

Advertising & Selling
FORTNIGHTLY

FREDERICK C. KENDALL, Editor

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John Lee Mahin James M. Campbell Frank Hough, *Associate Editor*

What Price Installment Selling?

By De Leslie Jones

RETAILERS and trade unions have added their voices to those of the bankers, and the fog horn of warning concerning the installment selling situation now sounds a full blast of alarm.

A business man of my acquaintance was asked by his secretary not long ago for an advance on her next week's salary. Thinking the young woman needed it for some emergency, he gave it to her. The following week she appeared in a new fur coat, and shortly afterward again asked for an advance. Upon questioning her he learned that she had bought a fur coat for a large sum (twice the price of a coat which his wife owned) and had mortgaged herself for months to pay for it. Thereupon he did some thinking on the subject, both in connection with his own business and with business in general.

A careful study discloses the fact that installment buying is now a national habit on a scale to take one's breath away. Here is a close-up of the situation in the rough:

Ten per cent of the population buys for cash; 30 per cent buys on charge account; 60 per cent buys on installment. Illuminating figures!

© Brown Bros.

IN addition to automobiles, house furnishing, radios, etc., frequently the very clothes we wear are purchased on the installment plan. The system is colossal, as is the waste that it automatically involves. So many Americans have mortgaged their futures that the system has become a distinct menace

But this is only the diagram of the country as a whole, on all types of purchases. When you focus your eyes a little more narrowly you learn that installment selling is growing with great leaps and bounds on a broad variety of commodities.

Ninety-five per cent of automobiles are sold on installments;

Ninety-five per cent of pianos, ditto;

Ninety-five per cent of phonographs, ditto;

Eighty per cent of radio sets, ditto;

Seventy-five per cent of electric washers, kitchen cabinets, etc., vacuum cleaners, ditto.

These are but the outstanding items—the well known ones. The list goes down a perfectly appalling line, seemingly endless.

Price apparently has little to do with the mania. Years ago when the installment idea first came into vogue, the purchase of a house and furniture to fill it was considered the only logical province of "time payments."

The goods bought would last for years; therefore the cost could be distributed over a period of years. But today the installment mania has destroyed all measures of logic and proportion. It is no longer confined to basic equipment, but applied to everything.

The system is colossal. And so is the waste. Researches indicate that the total of installment sales for 1925 will be in excess of eight billions of dollars. This is something like 23 per cent of the total sum spent yearly at retail. It is claimed that the loans of automobile financing companies yield a 22 per cent margin. Certainly it is widely recognized that prices on installment goods are put up at least 10 per cent for time payments. Taking this figure as a fair general average, one has $800,000,000 as the total annual cost which America pays, over and above normal cost of merchandise, for the privilege of living beyond its income and paying on time. Such a stupendous sum represents almost as much as we spend on our schools, and would completely endow a series of large universities in every State in the United States to give a college education free to every high school graduate.

There is no particular use in fulminating against installment buying on mere theoretical grounds. It is a very practical business question, affecting the sellers of merchandise very definitely. The woman who has mortgaged herself to buy an expensive fur coat is "killed" as a prospect for most other normal merchandise. She is going to be "hard up" for a long time. So is the man who has too little sense to know he can't afford a high priced car. Both he and his family are going to cut out a number of purchases—or lose the car. Recently I was told of a man who went to pieces nervously, became incapacitated for business, and had a domestic smash-up besides, because of his own and his family's habit of "pyramiding" installment obligations.

What happens from an economic point of view when an orgy of installment selling is encouraged is the self-same *inflation* which we have had in business and of which we are now so wary. But in addition to that it has other angles even more vicious. The business world is organized so that responsibility is more fixed and credit more closely studied. Business men usually meet their obligations, and bankruptcy frauds are studied very closely. Individuals, on the other hand, are not so responsible. There is an appalling number—as any credit financing company can testify—of people who simply disappear when unable to meet their installment credit obligations. They become "fugitives from justice" in actuality, and the effect on the morals, and of such a situation may be guessed. Nor are such families confined to the ignorant or the lower classes. There is a surprisingly large number of people of supposed standing and position whose sudden choice of a distant city to live in is directly traceable to a hopeless installment debt involvement. The house in which they live, their furniture, piano, phonograph and automobile are taken from them, shearing them of their local place in society. The result is that they go to California or Florida (favorite places) to "start all over again."

Pay as You Go and Keep Business Sound

THE man who buys at Macy's and pays cash for what he buys, benefits in two ways at least, over those who do not. First, he incurs no debt in the buying; second, he pays less than he would pay elsewhere.

The evils of the so-called "easy payment" plan are now attracting an unusual amount of critical attention on the part of public officials, economists and writers. They are concerned because the welfare of the nation, which depends upon the welfare of its citizens, is seriously involved. If many of our citizens become hopelessly entangled in debt, our national prosperity becomes imperilled.

Two interesting statements, reflecting upon the "easy payment" plan of buying, are reprinted below:

"Probably the instalment plan of sale deserves neither wholesale condemnation nor wholesale commendation. As a means of getting luxuries, it is wholly evil . . . . It cannot be really and permanently advantageous to business that people should be persuaded into buying what they cannot afford."

—*President Lynch, of the International Typographical Union*

"One of the outstanding phenomena in American life today is the growth of instalment plan banks . . . I heard of a workman the other day who got in financial trouble and friends looking over his affairs to pull him out found that with an income of $60. a week he actually had definite payments coming due of $72. for house, automobile, furniture, etc.

—*Statement by Edward A. Filene, merchant of Boston, in N. Y. Times*

Macy's sells nothing on the instalment plan, and has no charge accounts. Its customers spend only what they can afford. Not one of them is ever in debt to Macy's.

The Macy method of doing business—to buy for cash and sell for cash—is above all criticism. When you buy at Macy's, you buy soundly, sanely, most economically. You know that you own what you have bought; that there will be no distressing instalments to meet; and that you have paid at least six per cent less than you would have paid anywhere else in the city.

Copyright 1925, R. H. Macy & Co., Inc., 34th St. and Broadway, New York City

It is not uncommon for wage earners making $40 to $50 per week to be called upon to pay $25 to $40 against it on installment purchases. Harry W. Shaffer, addressing a gathering of merchants not long ago, said he heard of a case of a man earning $60 a week whose installment commitments called for $72 per week! A labor union official has found instances of families being undernourished in the effort to keep up payments on clothing, auto, and radio installment purchases. He points out very significantly the discouragement and loss of ambition which result from the weight of the burden which has been loaded on and the consequent lessening of the workman's value to his employer.

A number of people who have discussed this subject harp on the "ethics" of installment selling, claiming that it is unethical to sell people on time to such a widespread extent. This is rather beside the mark. Installment selling as a method is entirely ethical, and is even economically sound for certain kinds of goods. The difficulty lies in the *intemperance* of buyers on installment. Once they taste the strong drink of possessing goods which they can't afford to pay for in cash, it becomes a habit forming drug for them. They buy a houseful of furniture "on time," then a car, then a phonograph, then a radio, then a washing machine, then jewelry, then clothing, and then everything and anything. Perspective on income and budget levels is entirely lost, and the old-time trickiness of the toper, dissimulation, dodging, lying, bluff, become necessary to keep the impossible structure from tumbling for a time.

The constructive suggestion naturally arises that applicants for installment purchase be quizzed, and a limit placed on installment purchase, based on the conditions uncovered. This is, in fact, already practiced by the best of the credit clothing store chains, who won't sell unless the local manager judges the case from broad angles after personal contact and inquiry. But the fatal flaw is that people will misrepresent their incomes and the other installment obligations they owe.

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"We Used to Be"—Or—"We Are!"

By Charles P. Pelham

CRY baby or king? When you were in your youthful days and "Micky" came strutting across the railroad tracks which separated "Chicken Hill" from "Chestnut Highlands," stopped abruptly at your sand castle, defiantly put his foot smack in it, spit on his hands and also upon your demolished playhouse, blew smoke in your face from his vile stogie—*What did you do?*

Were you cry baby or king?

Did you haul off and knock him in the slats or did you run home to mother and with tearful eyes tell her between sobs what "a mean 'ittle boy 'amed Micky went 'en done to my booful sand tastle."

Mr. Bruce Barton stated the other day in an article addressed to graduating college men and women that he has met a good many so-called big business men in his day and that it is surprising how few are brilliant. In fact, Mr. Barton could have said, and he did imply, that even the most successful ones were, by and large, pretty dumb.

He said that they got where they are by being two things: first, always honest, and, second, always persistent, or rather, willing to keep everlastingly at the job.

Well, I think Mr. Barton is right, at least about the evident shortage of glittering cerebrum among so many of our leading conference captains. As proof of it—how many Bruce Bartons are there in comparison to the host of manufacturers who seem to get all fussed as soon as the first squall of competition hits their placid bay of sales?

In 1861 this country had a war with itself. Everybody has forgotten it, except my father, whose rebel toes were stepped on by Gen. W. T. Sherman.

Then Walter Page grew up and started telling the folks in his own State (North Carolina) about "the forgotten man." Like Mr. Barton, he gently informed them they were dumb, but that if they woke up, built schools and realized how much the South had on the country of the beak-nosed Yank, they could kick him in the pants again and pay the fine in the police courts with their wealth instead of in war with their "gallant sons."

Well, the Southern folks didn't believe Walter at first, but eventually he got them sore enough, so a few said, "We'll show that high hat *what* we can do when we *want* to!"

And so somebody in the land of mammy songs started a cotton mill. It was a low calling for a Southern gentleman, this Yankee manufacturing job, but it was better than Confederate bills and cow peas—for it was soon discovered that all the South had lost was the war.

They had the best climate and still have

—they could and can live cheaper because of climate conditions—less fuel, food, cheaper houses

—they could pay lower wages and get away with it because living was and is cheaper

—they could run cotton mills at a lower cost because hydro-electric power is furnished by God and the Southern Power Co. instead of being made as in New England with high priced Pinchot coal.

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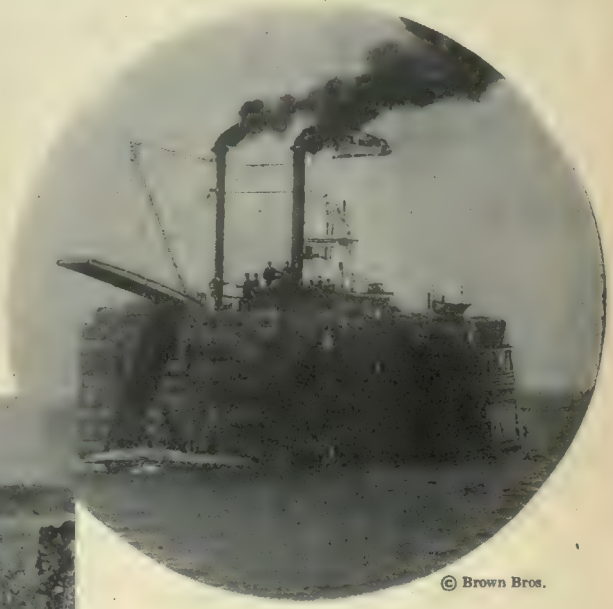

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THE climate of the South makes all living conditions cheaper than those in New England, and thus reduces the cost of labor. Land and land taxes are cheap, and cotton grows practically in the back yards of the mills themselves. These advantages give the Southern manufacturer a huge advantage at the start over his northern competitor but not such an advantage as to make the latter's case hopeless

The Charge Against the Department Store

The Verdict Would Be "Guilty"

By David N. Mosessohn

I AM sure that a jury trial of the indictment against the department store as it was so ably presented in ADVERTISING AND SELLING FORTNIGHTLY of July 29 would result in a verdict of guilty. On practically every count the defendant would either have to plead guilty or put up a mighty strong defense to convince any jury of intelligent business men that the indictment was not founded on facts which could be substantiated.

My personal experience with the operations of department stores is confined more or less to the department which handles women's ready-to-wear garments, but inasmuch as this department probably does more business in the average store than any other two departments, you can readily appreciate that the relationship existing between this department and the manufacturers of apparel for women is quite significant and a real factor to be considered in any discussion of the subject. I want to go on record as saying that not all department stores or all department store buyers are of the type which has brought upon this class of stores the stigma which attaches to their name, but the evils practiced in the name of business are so widespread and far reaching that they have become a serious menace.

As a matter of fact, there are many manufacturers in the garment field who would prefer not to deal with department stores, not only because they have permitted themselves to become a part of this system of daily evils, but because they have traded down to such an extent that high grade merchandise has no real place in their stocks. In their effort to compete with chain stores and specialty shops of the better grade they have stood by and permitted their buyers to barter in the wholesale market for merchandise which the better grades of specialty stores would not carry in stock. Their greediness for jobs, their use of power to beat down the manufacturer who may not have the backbone to stand up and say "No," their pernicious practice of unjustly returning merchandise for no sound reason, their demands for shipments of goods today for tomorrow's turnover, and scores of other practices which are decidedly unbusinesslike, unethical and detrimental to the interests of merchandising generally, have placed the department store in a very undesirable position in the minds of many manufacturers who have respect for themselves and for the merchandise in which they make heavy capital investment.

MR. MOSESSOHN, Executive Chairman of the Associated Dress Industries of America, takes his pen in hand to push vigorously the indictement brought against the department stores in the FORTNIGHTLY of July 29. In our last issue Mr. W. D. Baker of the Rieser Company sprang to the defense of the department stores and laid the blame for the conditions cited upon the methods of certain manufacturers. Vituperation, such as it has been, does not threaten to tread upon anyone's toes, and the FORTNIGHTLY, acting as an open forum, hopes to encourage further stimulating discussion in the same vein upon this controversial subject

Referring to Question 1 in your article, covering the keenness of the department store buyer for jobs, distress merchandise and close-outs, his lack of desire to cooperate and his apparent aversion to learning how cooperation would work for his benefit, my experience as executive chairman of the great dress industry, doing a business annually of about eight hundred millions, is that too great a proportion of the garment stocks in department stores is made up of these jobs, and it is a matter of record that some groups of stores, represented in New York through a central office, have been guilty of heeding the formal instructions of the New York office to hold off buying until such time as the manufacturers might find themselves so overstocked that the stores could buy their needs at their own price—distress merchandise made distress by this deliberate attempt. Naturally, this merchandise, by the time it is actually shipped to these stores, is old. Styles change, and garments which hang on the racks of the wholesaler for any length of time become obsolete, especially where there is a degree of novelty in the garments, such as a prevailing color or new style tendency.

Count No. 2 in your indictment is only too true. In most instances the average department store buyer has no regard for anybody or anything except the possibility of getting merchandise at a price below what anybody else pays for it. The discourtesy of the average buyer to the salesmen who call is a subject which has been written about for a number of years. He has turned down opportunities which he has never known about because he would not lend an ear to suggestion, to new line, to cooperation. His store has suffered. Other buyers have listened and learned.

In the garment business, as in other lines, department stores have been developing a system of rapid turnover to increase sales on a small stock investment. I am referring now to your Count No. 3, in regard to making it possible for manufacturers to work on their season's production with some degree of equal distribution of effort and with

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Selling Through the Senses

By R. Bigelow Lockwood

A RETAIL dealer in electrical appliances recently tried an experiment to increase portable lamp sales.

During his vacation he attended a small moving picture house maintained for the entertainment of the guests of the inn at which he was staying. The pictures shown on the screen were good standard productions, but the show was given without music. Not even a tin-pan piano stirred the emotions, and the illuminated story was unfolded in dead silence, broken only by the shuffling of the audience. The mental effect was unusual. Something was missing and, while the story held his interest, the picture failed to grip him. The emotional appeal was not complete, as only one of his senses was stimulated—that of vision.

Upon his return to business he began to connect this impression with his lamp department. Wandering among the soft lights of his forest of shaded domestic lamps, the idea came to him that he could enhance their beauty, and thus strengthen the sales appeal, by coupling music to the common appeal through the eye. The department was rearranged and a large cabinet victrola was hidden behind a screen of palms. That he had stumbled upon a basic principle in selling was proved by an immediate increase in his lamp business.

Having demonstrated to his satisfaction that music was yielding an added channel of approach to his customers, he began to experiment with types of records. It was found that records featuring chamber music, played on stringed instruments, held a stronger appeal than brass; also that plaintive selections holding an undercurrent of wistful, haunting melody placed his customers in a more receptive buying frame of mind. As a result of careful experimenting he finally standardized on six records which seemed to have the power of blending in tone with the beauty of his fairyland of lighted bulbs and softly colored shades.

Is this carrying psychology too far as applied to selling? Not at all. It is only opening up another avenue of appeal and enlisting the aid of another one of the five human senses to make selling less difficult.

Again, drawing another example from the portable lamp show room, a large manufacturer who also conducted a retail business found it highly profitable to engage the services of a beautiful young Japanese girl. Dressed in her native costume, this girl was extremely valuable when it came to placing customers in a receptive frame of mind. Her part in the sales transaction was simply to wander about among the lamps, the bright coloring of her costume and her own unusual personality blending with the soft lighting. At the entrance of a customer, it was also her duty to glide up and delicately pin a fresh rose upon the coat or dress of the prospective buyer. As in the case of the music, the association with the product was strong. In both cases, imagination was stimulated, harsh

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THIS dealer in electric fans and radios (above) takes advantage of the summer heat wave to attract business. The wide awning, the comfortable chairs, the electric fan invite the sweltering passer-by, while a radio set close at hand intrigues his or her ear. The culinary lady on the left is employed by a dealer in electric cooking appliances. There is nothing "faked" about her demonstrations, as the prospective customer may prove by actually sampling her handiwork. In this way the sales appeal is not only to the eye and the sense of smell, but also very directly to the sense of taste itself

outside influences were softened and the lamps took on a new touch of beauty which was ultimately translated into terms of sale.

At least one prominent radio dealer in New York City is employing this principle to assist in the sale of sets. His showroom is richly furnished and lends an air of quality to the product, but the unusual note is found in a charming young lady who acts as "hostess." When a customer enters, this hostess is seen seated in a chair, placed beneath a lamp, reading a magazine. Incidentally, the magazines she reads are carefully chosen and represent the extreme of quality and good taste. What she reads outside, in her leisure hours, is her own concern, but during the hours of her employment she must confine her taste to the class of literature selected.

As soon as a customer enters, she puts down her book, carelessly exposing the title, and comes forward with a polite word of greeting. Her job is not to sell sets, but merely to be present, greet the customer and introduce the salesman. Careful tabulations on the effect of this innovation has proved that the appeal is particularly strong with women customers, who evidently are impressed by the hostess idea transplanted into modern business.

In the subsequent action of the salesman, a very vital principle in selling is closely adhered to. "Let the customer work it himself," is a practice which is responsible for the easy sale of many an expensive set. Experience has proved that when a customer is urged to manipulate the dials and bring in the station, the desire to own the set is stronger than when the salesman does it. In short, the prospective buyer takes a real interest in the transaction.

During some of the recent warm days which have made existence so unpleasant, a Brooklyn electrical dealer hit upon a novel sales idea for stimulating the sale of electric fans. Once again new channels of approach were added to the customary appeal. The store fronted directly on the street, and a radio

[CONTINUED ON PAGE 51]

Aiming Advertising at Obstacle Number One

A CERTAIN advertising agent who has made a notable record in getting tangible results from decidedly limited appropriations once gave the recipe for his success in these words: "I find out what constitutes the first serious obstacle in the advertiser's sales-process and then concentrate my advertising fire on that obstacle."

Very much the same formula is evidently behind some recent advertising of *Pictorial Review*.

In the locality in which the advertisement here reproduced appeared, activities of fake subscription agents in recent years had created a considerable amount of publicity harmful to legitimate efforts in this type of circulation-getting. Of even greater potential harm were descriptions of atrocities and thefts ascribed to criminals employing door-to-door selling as a screen for their activities. Instead of asking its subscription force to go out unassisted in the face of such detrimental newspaper stories and word-of-mouth reports, the magazine carried its message directly to its prospects in behalf of its agents.

Gas, central station and telephone companies have long utilized numbered badges as credentials for men who need to enter customers' homes. Companies selling merchandise from door to door have supplied their salespeople with company buttons and have then featured the button in their advertising. Others have furnished the proper credentials in documentary form.

The publication in question, however, has taken one further step in the logical sequence—it publishes newspaper advertisements containing photographs of its individual salesmen. Each likeness is sufficiently large to serve as indisputable identification. The copy further explains that these salesmen are youths working their way through college, the specific college being stated in each instance.

One value of this method of furnishing "passports" which the other methods do not possess lies in the fact that badges, buttons and documents can conceivably be lost or stolen and be used by impostors. Armed with the evidence of a duplicate proof or tear-sheet of this advertisement, a salesman should certainly find it an easy matter to convince even the most doubting that subscription money tendered him will reach its proper destination and that the promised magazine will be forthcoming on schedule time.

Winter and a Coal Strike

By Floyd W. Parsons

ALMOST everyone, from the President down, has expressed the thought that a coal strike this fall is a matter of small importance. We are told that the problem will be dealt with effectively, so there is no need for anyone to worry.

This is the same brand of talk that we have heard on the eve of every coal strike for a generation. The whole history of coal mining in America has been but little more than the story of a never-ending series of labor disputes. The settlement of practically every controversy has brought higher coal prices and no permanent cure for the chronic evil. The miners' union has become stronger and stronger, until now the leaders of the workmen have confidence in their power to force acceptance of their demands in the face of government disapproval and a lack of public sympathy and support.

The people of the United States deserve all that has happened to them, and the worst of their discomforts and worries in matters relating to coal have not yet been realized. The idea that it will be an easy matter to whip the miners into line is a fallacy of the first order. The miners are fighters who stick to the last ditch. Never have they had a leader the equal of John Lewis. He is cold, unemotional and shrewd. He is a dictator in every sense of the word, and a student of human psychology. Few men having such a lack of early educational advantages possess his powers of clear thinking and ready expression. He is young and virile and while not beloved by his followers as was John Mitchell, he is the type that holds them through the force of his strong will. Few men in the ranks of the coal operators can hold their own with Lewis in heated debate, whether the subject be merely mining coal or some important phase of world economics.

Let no one believe that the fight of the miners is hopeless. Their hourly rate of pay is considerably more than the wages of workers on the railroads and in most lines of manufacturing. The public infers from this that the arguments for a lowered scale of pay are sound and unanswerable. The truth is that the miners are fighting as much for the preservation of their union as for the preservation of their present wages.

© Brown Bros.

We are told that the present time is not opportune for a strike from the standpoint of the workers. In answer to this I would say that the miners have won some of their greatest victories when the existing situation was very much less favorable to them than are conditions today.

THERE was more coal in storage in 1922 when the bituminous strike occurred than there is on hand at the present time. It is also a fact that due to the men working only part-time for many months before the strike started, they entered on this fight with practically no surplus savings upon which they could draw. Notwithstanding this, Lewis held a half million men in line in spite of the strenuous efforts made by the operators to cause secessions from the miners' ranks. In the end the union succeeded in getting most of its demands.

I believe that in an emergency we could mine a billion tons of coal annually here in the United States, which is nearly double what we now consume. It is also true that 50 per cent of our miners in the soft-coal regions do not belong to the union. But nevertheless a coal strike right now can develop into a serious matter, bringing on great suffering and distress during the winter. There is no more legislative machinery at hand today to prevent or stop a coal strike than there has been in the past. The President of the United States has no authority to prevent a stoppage of coal production. In case of dire fuel distress, it is possible that Congress might pass an emergency law, but so far such action has never been taken except in time of war.

The facts surrounding this present controversy provide no grounds for optimism. The public has always backed down and the settlement has been left to politicians. Some say that this time such a thing will not happen. If that is so, we may expect a fight that will encompass both the anthracite and the bituminous industries. The union may be defeated in the end, and perhaps that might be the best thing that could happen, but long before the miners are whipped, the pinch of a fuel shortage will be felt from one end of the country to the other.

I have been in the coal business for a great many years and have a fairly close acquaintance with the leaders of the opposing factions. I am pessimistic concerning the courage of the public to sit tight and see a fight to a finish. My experience has taught me that many mine owners look upon a strike as a means to enlarge their profits. Through the carrying on of conflict, the wastes of an inefficient industry are made to fall on the shoulders of the public.

I see no basis for any assumption

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Shades of Letter Writers From My Consular Days

By Dirk P. De Young

Former United States Vice-Consul at Amsterdam, Netherlands

MANY of my consular experiences have "drunk the deep Lethean flood," but shades of the letter-writers still dance in my memory. Those of my compatriots who called on me in person were generally typical of dress and address, but those who sought us out by mail came in more than fifty-seven varieties.

The Latin Quarter in Paris, Greenwich Village, the Bowery—none of these approaches the Bohemian atmosphere of a mailbag, especially one of Uncle Samuel's letter-pouches bound overseas, with about one in every ten of the enclosures sponging a free ride, with postage due to be collected from the foreign addressee. I say "one out of every ten" because I believe in evolution. Before the war, when I was in the foreign service, it was three out of every ten, but there must have been some improvement in mailing methods since then. Even letter writers should record a progress of the species.

In order to make sure that the shades of these letter-writers have not changed their hue in my mind as I recall their methods, I went over some of my clippings, covering that age in which I worked for my government in foreign lands. As Kenneth M. Goode recently wrote in this magazine, I am like all other grown-up children who like to see their own names in print. Like Herodotus, therefore, I have a fairly good chronicle of my wanderings and experiences. The following appeared as an editorial in the *New York Sun*, April 12, 1913:

"Mr. D. P. De Young, our vice-consul at Amsterdam, betrays symptoms of having come near the end of his patience with respect to inconsiderate correspondents. For many years our consuls have been trying to get the American business man to write letters to foreign firms with which they hoped to build up foreign trade that shall be explicit enough in detail, and also courteous enough in form, to invite a continuance of the correspondence. But, as far as we recall, this is the first time a consul has turned, publicly, upon the slipshod and stupid letter-writer who makes unfair demands upon the consul's time and patience.

"Vice-Consul De Young's complaint, in a recent issue of the *Daily Consular and Trade Reports*, is so moderately expressed that it may glance off the hardened cheek of the offender for whom it is intended. Says he" (quoting one of my official reports to Washington):

"'American business men who correspond with American consular officials would get better results and facilitate the consul's work enormously if they would throw out a suggestion or two as to some of the peculiarities and technicalities of the trade or subject in which they are interested. In the many letters that come to this office, information is requested on a prodigious variety of topics. No person could possibly be an expert in all of them. Thus a line or two in the inquirer's letter setting forth the fundamental principles of the trade or industry in a certain article would probably shed enough light on the matter to make work easier and the answer more intelligent. The correspondence at most of the consulates is so heavy, ordinarily, that when letters on a sundry variety of technical and unintelligible matters are received in any number, answers must perforce be less satisfactory, unless great pains are taken by the writer to illuminate things with some explanatory remarks which put the reader in the way of comprehending at once what is desired and what lines of investigation to pursue.'"

To add to my conviction that I still have the right slant on the average correspondent, even though the shades of him go back for a dozen years, the editorial writer of the *Sun* goes on:

"It is a famous tradition

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© Ewing Galloway

The Hares and Tortoises of Advertising

An Advertising Man Neglects the Perennial Problem of the Volume of Advertising Returns in Order to Discuss Their Velocity

By G. Lynn Sumner

IN the magazine section of a Sunday newspaper I noticed recently a very attractive advertisement. The following Wednesday evening I chanced to meet the advertiser on his way home from business. I congratulated him on that particular piece of copy and asked him how it was pulling. "Good," he came right back. "We had 450 orders up to and including today's business, and that means it will produce 900 altogether."

"How do you figure that?" I asked.

"Simple enough. That particular medium always doubles Wednesday."

I was glad to find one more direct return advertiser who had worked out his "good old law of averages" on expectancy of return, for such a basis is absolutely essential to the intelligent testing of periodical advertising before making a large investment in new copy or on a new proposition.

"Doubling Wednesday" meant in this case that the number of inquiries or orders received on Monday, Tuesday and Wednesday from a Sunday advertisement would have doubled when all the returns were in. In other words, just about one-half the total returns would be received within the first three days. The other half would come in in a diminishing quantity over the next ten days or two weeks.

Direct mail advertisers seeking inquiries or orders through the circularizing of lists have long recognized the importance of knowing the rate of return in estimating the ultimate total response from mailings. They have computed tables which show the percentage of total orders which will be received in ten days, twenty days, and so on. In this way they are able to forecast at the end of ten days, for example, the total amount of business which will result. In a good season this enables them to follow a successful test with a large mailing as soon as the ten day point predicts a favorable return.

But the application of this same principle to periodical advertising does not seem to be as extensively recognized or used. And one reason for this undoubtedly is the complicating factor of the varying "life" of various types of media.

Granting that "doubling Wednesday" is a typical expectancy of return from the magazine section of a Sunday newspaper, what is the rate of response from an advertisement in a general weekly, a news weekly, a fiction weekly, a fiction monthly, a review monthly, a woman's magazine, a fashion quarterly? To what extent does the frequency of issue or the editorial content of a publication alter the rate of response to its advertising?

The value of a medium and the equity of its line rate is usually judged by the volume and character of its circulation. I believe that altogether too little consideration is given to its "life." After all, what the advertiser seeks is "attention." It it not vitally important, therefore, that he include among the factors of value the period over which his advertising copy has a chance for attention, the period through which the issue containing it lives?

It is true that intensity of interest varies somewhat in proportion to frequency of issue. For example, a daily newspaper lives but a few hours. During that brief period it attracts a great deal of attention. An advertisement appearing in that issue must claim attention, arouse interest, make its impression, prompt a response quickly or its chance is gone forever. A daily newspaper is rarely re-read by the same person.

A monthly magazine has a theoretical life of thirty days. During that time it is read more leisurely and casually than a newspaper. One article or story may be read one evening, another article or story two or three weeks later. A single issue may be gone through several

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Rate of Response on Seven Classes of Media

Percentage of Total Inquiries Received Within

	10 Days	30 Days	90 Days	6 Months	1 Year
Sunday Newspapers (Magazine Section)	81.4	94.8	98.7	99.3	99.8
General Weeklies	44.2	74.1	89.7	84.8	99.0
Fiction Weeklies	23.2	51.8	79.4	90.0	97.4
General Monthlies	10.2	45.6	78.7	90.9	97.9
Fiction Monthlies	11.5	42.3	76.1	89.7	98.0
Women's Magazines	17.6	60.3	91.8	95.8	98.5
Fashion Quarterlies	3.2	14.9	66.7	89.8	98.2

THIS table indicates in a general way the velocity of response which is brought about by various types of advertising media. The total volume is not indicated here and may mean something entirely different to the individual advertiser, but here at least is the order in which he may expect his returns to come in following the original advertising insertion

Replying to Mr. Edison

By Earnest Elmo Calkins

IN a recent number of ADVERTISING AND SELLING FORTNIGHTLY young Mr. Charles Edison has the temerity to question the truth of our national slogan, "It Pays to Advertise," and to inquire naïvely whether it always pays. Of course not. Most slogans are half truths, and this is no exception. It is foolish to offer or to accept so broad a generalization as that advertising pays. You might just as well say business pays. Advertising pays when it is done right, and business pays when it is done right, and not otherwise. It is equally false to assert that advertising pays or that advertising does not pay. The fact remains that advertising is a success though individual campaigns may fail, just as selling is a success, though not all salesmen are successful.

Mr. Edison's contention is that we should all stop discussing the best way to advertise this or that, and devote ourselves to discussing the basic question, *does advertising pay?* He admits that he has become confused by the counter and contradictory claims of solicitors, each presenting the claims of a different kind of advertising, boosting his own kind, and knocking all the others. I assume that by "kinds of advertising" he means such mediums as electric signs, painted bulletins, street car cards, posters, newspapers or magazines. I cannot believe that the representatives of agencies approach him, if they do approach him, in any such way. I cannot imagine a representative of the George Batten agency asserting that his kind of advertising is better than the J. Walter Thompson kind. So he must be talking about the sellers of space, which is not advertising at all, but merely one of the tools by which advertising is done. As for the agencies, they all use the same kind of advertising, the difference between them being the way they use it. Of the same materials some men build palaces, others hovels. What Mr. Edison needs is an advertising adviser to steer him among the different kinds of advertising, to tell him what mediums to use, and how to use them. Perhaps he already has such an adviser, but like many another advertiser, has not listened to him, but is trying by himself to thresh out old straw that has already been separated into grain and chaff.

Earnest Elmo Calkins

Mr. Edison's conclusions are admittedly based on a survey of his own (or his father's) business, and so his attitude toward advertising must be viewed in the light of that concern's advertising history. As its history is so interwoven with that of the distinguished head of the business, it seems fair to devote a few moments to an examination of what I may call the Edison legend.

THIS legend, created and fostered by eager newspaper men, trade paper editors, and success magazines, is that Thomas A. Edison, besides being an illustrious inventor, is also a hard-headed business man, knowing all there is to know about production, distribution, merchandising, selling and advertising. He is also an authority on sociology, economics, politics and education. Reporters have interviewed him on every subject under the sun, and quoted his opinions at length, because they know that any subject, from poured houses for workingmen to questionnaires for college graduates, with Edison's name attached to it, is good copy. And while not the best advertising, this publicity is nevertheless good advertising for the Wizard of Menlo Park. It showed that he was still on the job.

But its natural effect on Mr. Edison has been to make him believe that he can run his own business just as ably as he can run his own laboratory. And the probability is that over a long term of years the kind of advertising the various Edison interests have had is what Mr. Edison dictated, and he is some little dictator. My impression is not entirely based on an outside viewpoint. My firm handled the Edison advertising for eight years, and during that time I had opportunity to observe Mr. Edison's attitude toward advertising, and all the processes of business. I admire the man, but not as a business man. He is a great inventor. At least, he has been, and he may be yet. He has a creative mind. The creative mind is as far removed from the selling mind as Bagdad from Detroit. The qualities that make a man an inventor prevent him from being a seller. Few inventors have been able to market their own products.

As an instance of Mr. Edison's attitude toward his own work, consider the following story, which reflects nothing but credit on Mr. Edison. His sales force and advertising agency were busy selling the storage battery invented by him. A new factory had been erected to manufacture it, a large stock was on hand, and quantities had been sold to various dealers, largely in the automobile trades. But Mr. Edison was hard at work on a newer and better storage battery, which would displace his present one. That was all right, as long as he kept it to himself, but he was already lost in his new creative work, oblivious of the sales situation, and gave out an interview in which he said that his new battery when ready would be so superior to the old one that when it was ready no one would continue to use the old one. What that did to the sales can be easily imagined.

Even if he had the training and experience that makes a successful manufacturer and advertiser, Mr.

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THE · EDITORIAL · PAGE

A Mark of Competition

IN an article on the German business situation, in *German Trade Reports and Opportunities* we encounter this statement which is freighted with significance:

"The fact that American goods are meeting with favor in Germany is because the American label is looked upon as a Mark of Distinction, and it is likewise evident from the foregoing that, because German goods are not meeting with the same favor abroad, is because the label 'Made in Germany' is looked upon as a Mark of Competition."

Advertising Shacks

IN a recent editorial-advertisement *Women's Wear* likened a publication's white space to real estate and made the point that some business men still make a practice of buying expensive advertising "lots" and then proceeding to erect advertising shacks on them.

This is only too true. We see these advertising shacks in all classes of media—newspapers, magazines, business papers, farm publications; on the boards and in the street cars; and even in reference advertising media.

Partly it is laziness; partly it is due to the business man's sublime faith that "it pays to advertise," and therefore all you need to do is advertise to make it pay, no matter what you say.

The trouble is, too many advertisers think of advertising as a problem of filling so many inches or agate lines of white space with words and pictures, whereas actually the problem is one of filling so many thousands or millions of people's minds with some idea or urge that will result favorably for the advertiser.

A Contributed Editorial

A THOUGHTFUL reader of this publication who is so well known in advertising circles that his initials would instantly establish his identity, contributes this editorial which we are glad to print as being refreshing in viewpoint and thought provoking as well:

WANTED: ADVERTISING SALESMEN

The publications pay advertising agencies 15 per cent, but if you can find an advertising agency man who admits that he is selling advertising, even indirectly, you will have to make a long and patient search. The agencies sell merchandising service, and they usually insist, particularly during their solicitation, that they have no interest in the size of the appropriation. Publishers' representatives usually say pretty much the same thing. Nobody seems to be frankly selling advertising these days.

If I were in the advertising agency business I would say to prospective clients whose business I was soliciting: "My business is to sell advertising, and if you do business with me you can expect me to be trying to sell you advertising and trying to sell you all you can stand."

Of course I should add, as would any other good salesman, "We will not be foolish enough to sell you more advertising than you can employ profitably in your business. But there will not be any hocus-pocus about our relation. We will try to do a constructive job of selling advertising and we will expect you to do just as constructive a job of buying. That means that we will expect you to put up constructive resistance—make us prove our case every time."

I believe such a solicitation would stand out!

Bran—$1000 Per Ton

IT was stated recently by an authority that until a few years ago bran sold at $20 per ton, while now, in package form, and nationally advertised, it brings better than $1,000 per ton.

There are three interesting points of view on this fact. The first is the narrow viewpoint of the profit-seeking business man, which might be expressed: "See what you can do with advertising." The second is the equally narrow viewpoint of the socialist type of mind, which might be expressed: "See how advertising increases the price of a commodity." The third is the broad social viewpoint, based on an understanding of human nature, which appreciates that until this humble waste product was attractively packaged and made universally available, and its benefits were made known to the public through advertising, people generally were doing without an item of diet which contributes definitely to the health of the individual, the nation was wasting grain wealth on a very big scale, and the grain farmers of America were being denied a full return for their labor and investment.

Is not the rectifying of such a condition worth while? And is not advertising usefully serving the public as well as the farmer and the advertiser in so doing?

Primary Advertising of a Product

IN a recent lecture at Columbia University, Gilbert S. Kinney of J. Walter Thompson Company brought out forcefully the importance of the package as an advertising medium when he spoke of it as "the primary advertising of the product."

"It is very surprising," said Mr. Kinney, "that until recently manufacturers would spend half a million or a million dollars in publications to present arguments for their product and yet neglect the opportunity for package argument."

While the shelves of the retail stores in most lines present a very different appearance than they did ten years ago when package design was given little thought, there is, nevertheless, still much room for improvement in the packaging of many products. Not only could they be made more attractive and given more display value, but they could be given greater selling force by treating them as Mr. Kinney suggests, as "the primary advertising of the product."

Mr. Erwin and Mr. Myers Talk Things Over

Being Two Letters Addressed to the Editor, Presenting Two Different Viewpoints Concerning the Same Advertisement

For the Negative

By G. L. Erwin, Jr.

Kearney & Trecker Corporation
Milwaukee, Wis.

WE have all been told the make of watch Hudson Maxim carries, and what kind of breakfast food Mr. Wrigley, Jr., thrives on, but it certainly is news to learn that Miss Yvonne Grey is now demonstrating U. S. Portable Drills.

We're accustomed to seeing Mr. Durant dining in Thompson's, and we are quite disappointed if our favorite movie star sticks to one dentifrice for more than a week—but to find a chorus girl in the *American Machinist*, we must admit is quite a jolt.

I suppose next week Will Rogers will stop "rolling his own" long enough to praise Roebling ropes, and Al Jolson will say that if Dyanshine is good for the complexion, certainly it can't hurt your shoes.

Confidentially, do you suppose we could persuade Attorney Darrow to leave the Zoo, hitch his suspenders to a pair of overalls, and put in a good word for a milling machine?

—Or should we make an offer to Miss America?

They Make Light Work of Heavy Jobs

THE UNITED STATES ELECTRICAL TOOL CO. CINCINNATI, OHIO, U. S. A.
Oldest Builder of Portable Electric Drills in the World

For the Affirmative

By Willard G. Myers

Myers-Beeson-Golden, Inc.
New York

I SUSPECT that if Calvin Coolidge used a U. S. Drill in the odd jobs he used to do around the old farmhouse, we might be tempted to tell the world about it. A man as careful to get the most for his money as Mr. Coolidge would be a strong endorsement of the value of our product and his prominence in the public eye wouldn't hurt either.

That would be a pretty good example of testimonial advertising and testimonial advertising has always sold goods. I suspect that Hudson Maxim has sold some Elgin Watches, Mr. Wrigley Jr. has probably inspired a lot of young business men to ask their wives about Cream of Wheat, and I know I felt better about Thompson's after seeing Messrs. Durant and Dort smiling across the groaning chair-arm.

But, honest, Yvonne Grey doesn't use a U. S. Drill—that is, not in the sense that it would constitute a testimonial.

Seriously though,. this was our problem—I should say Mr. Wight's problem, for it was his idea. U. S. Electrical Drills are a remarkably light weight, powerful drill. Fatigue in handling a heavy, high speed drill is a real factor in industrial work. The question was how to emphasize the remarkable difference between the light weight U. S. Drill and heavier drills.

I seriously believe Mr. Wight has accomplished this by showing that even so ethereal a creature as a show girl can handle one of these powerful drills without difficulty.

As for the choice of girl—well, what man, whether he be purchasing agent or mechanic, doesn't know of Mr. Ziegfeld's collection?

Certainly, as Mr. Erwin points out, it is a shock to find a chorus girl in the late John Hill's pet publication, but it was our desire to shock "in a nice way," as Walter Catlett would say, some of these machinists to the idea that U. S. Drills are easy to handle. In fact, we propose to use the charming Yvonne as a trade character to more firmly tie up the idea of light weight and ease of operation with U. S. Drills.

Incidentally, Mr. Wight, who has handled U. S. Drill advertising for the last three years, at one time wrote a lot of good copy for Kearney & Trecker (at least they said it was good copy).

BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn
INCORPORATED

An advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
Frank Baldwin
Bruce Barton
Robert Barton
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
E. H. Coffey, jr.
Francis Corcoran
Margaret Crane
Thoreau Cronyn
Webster David
C. L. Davis
Rowland Davis
W. J. Delany
W. J. Donlan
Ernest Donohue
B. C. Duffy
Roy S. Durstine
G. G. Flory
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Gilson B. Gray
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Clara S. Hawkins
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
S. P. Irvin
Henry S. Jones
Charles D. Kaiser
Dorothy Kenney
R. N. King
D. P. Kingston
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
Harford Powel, jr.
T. Arnold Rau
Winfield Shiras
Irene Smith
John C. Sterling
J. Burton Stevens
William M. Strong
Charles Wadsworth
D. B. Wheeler
C. S. Woolley

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

Written by Our Readers

Extracts from letters, critical and complimentary, that reach our editorial desk.

Premature "Successes"

YOUR policy in not publishing information concerning advertising campaigns too early is a wise one since it is always easy to write a glowing account of a new campaign. Those interested in preparing the campaign naturally speak very enthusiastically about the results they hope to obtain. I know that some of the campaigns about which I have read turned out very differently than was expected, and believe the best time to discuss a campaign is after it has been in operation for a period long enough accurately to set forth the results. There are many circumstances that are encountered in business which make it impossible to judge too early as to the results.

GEORGE J. KIRKGASSER, *President*,
George J. Kirkgasser & Co.,
Chicago

Yesterday's Flounders

MR. J. George Frederick would have seen the possibilities of the fish industry from a new *angle* if he could have sailed with us into Stonington, Conn., harbor one fine afternoon last month.

At the end of a modern pier was a sign reading "ICE, GASOLINE, BARRELS, FISHERMEN'S SUPPLIES." Of these our sloop needed only ice, but we tied up near some power trawlers that had just come in and there received "An Object Lesson of the Flounder" that certainly showed a tremendous advance in handling "since the time of Alexander Hamilton," needing only the right kind of advertising to have the fish we saw snapped up at top prices as soon as they touched the market, which would be only a few hours later.

These trawlers were unloading *that day's catch* of the most beautiful flounders, you ever saw, all packed in crushed ice, onto a waiting motor truck, and that motor truck would deliver its load in New York in the wee sma' hours of the *next morning*.

After unloading, each trawler took on a ton or two of ice that was chuted into its hold from a power ice crusher on the pier. Also a lot of barrels and a supply of gasoline, and early the next morning would go out to fishing ground around Block Island and by three o'clock the next afternoon would discharge another cargo of iced and barreled fish to be taken *the same day* to market.

If only they could be dated and labeled and if only the public could be told where these fish would be on sale, what a treat would be in store for fish lovers of New York. But, alas, after all the expense and care in producing, as far as we could learn, these wonderful fresh fish are turned into the commission houses and probably have to take their place alongside fish that has been handled in the way Mr. Frederick describes.

HAL D. CHAPMAN,
Porter-Langtry Company,
New York

Fixing the Identity

MRS. OVERMAN holds up Tiffany advertising as something worthwhile, and states that it is successful advertising, because "it expresses the intense conservatism and absolute self-confidence of the house." If I took the case of Tiffany from my own reaction I would judge from their advertising that that company were a collection of cold-blooded, stiff-necked Johnnies, to whom I am sure I wouldn't be interested in turning over my hard-earned cash. That's the kind of Identity their advertising Fixes on them for me.

I wonder if Tiffany advertising ever produced by sales, either directly or indirectly, one-tenth of one per cent of the money which they have expended on it? No wonder there are many imitators of the Tiffany style who quit! It must take a long bank-roll to suffer it indefinitely. Could anyone tell us if those imitators of the Tiffany style lost any business in succeeding years through abandoning the perpendicular caps and small caps?

F. F. LISIECKI, *President*,
Frank F. Lisiecki Press,
New York

Scientific Advertising Study

I READ with considerable interest G. Lynn Sumner's article dealing with multiple advertising insertions in ADVERTISING AND SELLING FORTNIGHTLY of August 12.

I certainly believe that there is still a vast amount of work to be done in the study of advertising returns in a scientific way. The days of buying space because you think a publication ought to be good for you and then not following the campaign through are fast disappearing. I find many publications that grumble about our method of checking them up.

HARLOW P. ROBERTS, *Advertising Mgr.*,
The Pepsodent Company,
Chicago, Ill.

Not an Indictment

REFERRING to Charles Edison's article, I must say that, while I agree with most of his conclusions, I do not agree with his premise. I question if the generality, "It Pays to Advertise," has ever been as much discounted as now, both on the part of the buying public and of thinking advertisers.

At meetings of the Association of National Advertisers Mr. Edison would hear no glorification of advertising as a panacea for business ills. He would hear, rather, an insistent demand for more facts of experience about it and less theorizing. He would find a group of men properly concerned because, generally speaking, advertising costs have been going up faster than advertising efficiency; a group not obsessed with any idea of advertising as an end in itself, but viewing it solely as a means of selling and distribution, useful only when correctly applied.

Look over your own reports of A. N. A. meetings.

P. L. THOMPSON, *Publicity Manager*,
Western Electric Company, Inc.,
New York City.

Information Wanted

I HAVE had a number of requests from lumber dealers in our territory who are interested in the matter of cost of doing a lumber business. Can you refer us to any dependable work, reports or other sources of information that we may pass on to those inquiring? One concern particularly is interested in knowing the cost of doing business weekly or monthly and asked for the best plan of bookkeeping which will bring out these facts.

L. J. HOENIG, *Sales Manager*,
Nebraska Cement Company,
Omaha, Neb.

To Reach the Embryo Advertiser

WHY should not the American Association of Advertising Agencies publish a campaign in the larger newspapers, at least in the industrial centers, directed to the manufacturer who has never advertised, but who believes he will someday? Such advertising might well point out that if a business will call in the counsel of an agency, large or small, the advice it gets will be the best available. Some businesses today are literally fearful of the advertising agency. This is an unsound condition that advertising can help remedy. To urge such a manufacturer to ask the advice of an advertising agent would bring to light many new and logical advertisers and would help the manufacturer to decide his own personal problems.

JOHN C. STEPHAN,
East Cleveland, Ohio.

Consider First the Railway Men Who Can Specify Your Products

WHEN you plan your railway advertising campaign, consider first the railway men who can specify and influence the purchases of your products. Then investigate the publications that reach these men most intimately and effectively.

The five departmental publications of the *Railway Service Unit* select the railway men you want to reach, for each one is devoted exclusively to one of the five branches of railway service. Our Research Department will gladly cooperate with you in determining your railway market and the particular railway officials who influence the purchases of your products.

NATIONAL ADVERTISERS ASSOCIATION
For You Who Sell Technical Products
NIAA Convention
Hotel Chalfonte
Atlantic City
Oct. 19-20-21
INDUSTRIAL

Simmons-Boardman Publishing Company
"The House of Transportation"
30 Church Street New York, N. Y.
608 S. Dearborn St., Chicago 6007 Euclid Ave., Cleveland
Mandeville Washington, D. C. San Francisco London

The Railway Service Unit

Railway Age, Railway Mechanical Engineer, Railway Electrical Engineer, Railway Engineering and Maintenance, Railway Signaling

A.B.C. A.B.P.

The Advertising Writer Who Is Bigger Than His Ad

By George L. Dyer

GEORGE LEWIS DYER. Born in Muscatine, Iowa, on October 9th, 1869. As a boy was taken to Joliet, Ill., where he was educated in public schools and worked in his father's store. It was there that his native genius laid the foundation for his penetrating knowledge of people and of merchandise. About 1890 moved to Chicago, became Advertising Manager for *The Fair*, later developed an advertising service bureau, and about 1893 joined Hart, Schaffner & Marx as Advertising Manager, where he created the art of modern clothing advertising. Joined Kirschbaum, Philadelphia, about 1902. In 1907 formed the Arnold & Dyer Agency with Clarence K. Arnold. At Arnold's death, in 1909, the firm became The George L. Dyer Company, and in 1910 concentrated its staff and work in its New York office. Died June 24, 1921, when his interest in the company was taken over by a group of men who had been associated with him in business

I ASKED an attorney the other day why a certain New York lawyer was so uniformly successful.

"I'll tell you," he replied. "It's because he is always bigger than his case."

Copy is a matter of extreme importance. It is so very important that it requires a broad man to prepare it. He should be "bigger than his case."

It is for this breadth of understanding and grasp of business conditions that I contend. An advertising writer should be bigger than his ad. Not, perhaps, to begin with; but he should not be content until he is master of it, till he can walk all around his proposition, go all over it and through it.

To be a good advertising man is to be a good deal more than that term is popularly supposed to imply. However, it is not necessary to go to work in a shoe shop in order to handle shoe advertising successfully. There was a man who tried that once, and by the time he had learned the business he was as little fitted to advertise it as the head of the firm or the intelligent factory foreman. A sure way to lose receptivity and to kill initiative is to become saturated with the technicalities of the trade.

The advertising man must think along broad lines. He must not lose his sense of the relation of his concern to the world. That is something the proprietors and managers themselves can never gage. He should get out and away from business and mix with people; then come back and see his proposition in a new light.

When a man makes only a part of a thing, he doesn't exercise the creative faculties. It is no longer a question of mind, but of manual dexterity. He loses his initiative. He depends more and more on others to do his thinking for him.

The so-called advertising "expert" is often a writer of advertising and nothing else. The smaller and narrower he grows the more arrogant he becomes and the busier he is. He is peculiarly subject to the disease George Ade has defined as "Enlargiensis of the Coco."

IT is fortunate if he is a general writer. Usually he is still further specialized as a booklet writer, a display writer, a writer of reading notices, etc.

For all their pride of copy, the majority of men who write choppy, disconnected sentences for display announcements are incapable of turning out an interesting or readable article for a newspaper or magazine.

Give such a man as I have described the advertising responsibility of a business enterprise, and he gets into a corner and writes copy. He cannot give any of his time to special representatives or business men who call to see him and who would keep him in touch with the general field and broaden his horizon as a result.

He is too busy making buttonholes to understand the tailoring of the suit.

It would seem that advertising has progressed more in other directions than in the preparation of copy. Advertisers, at least some of them, have learned how to follow up inquiries; how to buy space; how to nurse their investment; how to work special territory; to reorganize their business in conformity with their publicity; to work their sales department in harmony with their advertising. They are beginning to understand the moral effect of advertising on an industry. They are learning that "the best way to improve a business is to write about it."

Looking backward we realize that we have traveled a long way, but, all in all, our advancement is not such as to make us self-satisfied. A man should be judged, not by his achievement alone, but by the relation his achievement bears to his opportunity. The same is true of a business. The old advertiser did not have as hard a competition for the eye of the reader. He was in no danger of being swallowed up by the volume of advertising or obliterated by the strength of the copy next to his. There is everything today to stimulate individuality. The very life of the announcement depends upon it. The price of space has increased enormously. Interest in advertising is widespread and yet we find business men encountering the same old stumbling blocks and pitfalls.

One coming fresh to the advertising problem today must surely benefit by the experience of those who have gone before. But each man is inclined to think his business a peculiar one. It may be suggested that the busy merchant or

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Reprinted from "Masters of Advertising Copy," published by Frank-Maurice, Inc., New York.

IN FRONT *of the* DECIMAL POINT

Gain in advertising lineage of 135 daily newspapers, published in thirty large cities in the United States for the first six months of 1925, is reported by the New York Evening Post Statistical Department as

2,434,536 Lines, or Three-Tenths of One Per Cent

compared with the corresponding period in 1924.

Gain in Advertising lineage of *The Christian Science Monitor*, for the same period, was

578,062 Lines, or 28.6 Per Cent

This gain is due in part to increasing appreciation of the value of this International Daily Newspaper as an advertising medium, and in part to the Monitor's new plan of Regional Advertising at Regional Rates.

The Christian Science Monitor

An International Daily Newspaper Publishing SELECTED ADVERTISING

ATLANTIC, CENTRAL *and* PACIFIC EDITIONS

Regional Rates and Circulation Figures on Request

ADVERTISING OFFICES

Boston, New York, Philadelphia
Chicago, Cleveland, Detroit, Kansas City
Los Angeles, San Francisco, Seattle, Portland
London, Paris, Florence

"BUY WHAT YOU CAN USE"

Why Some Foreign Language Advertising Campaigns Fail

By Louis Brewer

RUNNING a retail store in the heart of the foreign colony on the upper East Side of Manhattan gave me an unusual opportunity to observe the effects of the various advertising campaigns published in the immigrant press on my customers. Naturally, I used the only gage a practical merchant recognizes in judging the effectiveness of an advertising campaign—the jingle of the cash register. The results of my observation concerning the purchasing habits of the different alien races may be valuable for manufacturers who desire their products to find their way into the spacious cloth bag of the immigrant housewife.

© Brown Bros.

CERTAIN portions of the New York East Side contain as high as 327,000 souls per square mile, against 35 for the same area as a general average for the country. But this market cannot be reached by breezy, idiomatic advertising English which, when translated into some other language, may mean something different than originally intended by its producers

Despite the popular notion of many sales managers that a retailer is a man who is "too dumb to make a living in any other way," the man behind the counter, if at all observing, is the first person to "feel" or "sense" that an advertising campaign is a dud. I devoted many hours attempting to find out why my American customers responded readily to so many well conducted campaigns having a slogan as their basis, while the same advertisements printed in the numerous foreign language publications were not resultful.

Many foreign language advertising campaigns failed because of poor translation. Most foreign tongues are not as rich as the English. Yes, words have their equivalents, but stringing equivalents together is no true translation at all, though it may result in what is sometimes called a "good literal translation," which signifies about what we mean when we say that a foreigner expresses himself in fairly clear but broken English. Breezy advertising English is highly idiomatic, and when translated into a foreign tongue by translators who translate words instead of translating ideas sounds ludicrous—too much for the sense of humor of even an immigrant.

TO be more specific, the Hecker Flour people ran a series of advertisements in the Hungarian papers using an unhappy phrase, which translated into English means "Thirsty Flour." Now, this may be an admirable slogan for American consumption, but its version in Hungarian—ye gods, how they laughed! Why this phrase should call forth "wise-cracks" about the Volstead act is beyond me. But it did, and I doubt if it made a single sale for Hecker's in my store.

I'll never forget the look of bewilderment on the part of one of my Hungarian customers when I told her that Mazola is not raisins packed in tin cans—all because "Mazsola" means raisins in Hungarian. Reason? Simple enough. The Mazola people ran a quarter page advertisement featuring the Indian girl and a faithful reproduction of the can, with hardly any copy to accompany same. They simply overlooked the fact that when an advertiser wishes to dig himself in the foreign language field his copy should be largely informative. Entirely different conditions obtain in the American field where the advertiser is faced with the problem of how he can eclipse competing similar brands. In the foreign field his audience, the chances are, is not using any brand.

The so-called "Weeks" designated to make a drive on certain products were looked upon with contempt. (We had everything from *"Shine Your Shoes Week"* to *"Wash Your Neck Week"*). I recall, while putting up the California Walnut Growers' poster for "Walnut Week" a fiery Checho-Slav housewife yelled at me: "Meester, tell dem to go de hell mit deir valnuts! Ve eet valnuts ven ve vant to, not ven dey tell me." Moral: Copy to be resultful, in cases of this kind, should be suggestive.

I wonder how many sales managers who write articles with such funny titles as *"Are Retailers People?"* or something equally as complimentary, know that to be a successful retailer on Avenue B one must be well versed in ethnology and also be familiar with the dietary laws as laid down by Moses. It may spell tragedy to offer to a newly arrived orthodox Jewish immigrant a package of Uneeda Biscuit. Quite a few of them will interpret the "Inerseal" trademark as a cross—something to be avoided. Naturally, "Sunshine Crackers" offer a solution out of this difficulty. Here, too,

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Is It Wise?

OF course you can get along without TRUE STORY or any other magazine—that is to say, if you feel you can get along without covering your entire market.

But is it wise?

Each new customer you make should be worth at least five more customers to you because if it weren't for repeat orders and word-of-mouth recommendation, you couldn't afford to advertise at all.

You have something the public wants because the public buys it in great and ever increasing volume.

The public wants TRUE STORY, too, because in six years it has built itself up from only a name to a place in 2,000,000 homes where it finds at least 8,000,000 readers.

For the most part, TRUE STORY is unduplicated by any other magazine and through it you can reach new customers and cover your whole market, no matter how many other publications you may be using.

And if these customers you secure through TRUE STORY stay with *you* as long as they stay with *us*; if they give you as much word-of-mouth recommendation as they give us, you will have added a powerful force in your business.

True Story

"The Necessary Two Million"

"GREATEST COVERAGE—LOWEST COST"

"The Terewth"

Being the Cogitations of a Layman Upon the Veracity of Advertising in General

WE reprint this article from the English publication, "Publicity," which in turn reprints it with permission from G. K. Chesterton's journal, "G. K.'s Weekly," April, 1925. It conveys the point of view of the outsider; the literary man, if you please, and for that reason if no other should prove of genuine interest to the advertising man who is keenly aware of his profession and who takes a pride in the standing and accomplishments of that profession. The inside viewpoint is prone to prove warping in the long run if not varied occasionally, and the FORTNIGHTLY feels that an article of this kind may have a refreshing and stimulating effect, for, underlying the writer's sarcasm, is a great deal of truth and a note of warning

THERE was a meeting the other day of an extraordinary body called the Naked Truth Advertisement Society, or some such name. It was connected with that curious cant recently started about the "ideal" of advertisement; and how it is highly truthful. Beyond that I do not profess to know, or care, very much about the Naked Truth Advertisement movement. Most of us entertain a philosophic doubt about whether modern advertisement displays very much truth, whatever it may display in the way of nakedness.

Like most men born in my time, I have always been in the habit of accepting advertising as a joke. I am even still prepared to accept it as a joke. But it is too much of a joke to be asked to accept it as a religion. There is nothing intrinsically immoral about advertisement. A man has a right to paint his name over his shop; a man has a right to pay for permission to paint on his neighbor's paling a broad arrow pointing to his shop. As in everything else, what is wrong in the present condition is the proportion. We live in a society in which the figures that used to be secondary have become primary—the trader, the traveler, the tout, the pedlar. It is like a garden in which the toadstools have grown taller than the trees. There may be a miser in every village; but there is not a millionaire on top of every village. There may be a town crier calling out private as well as public announcements; but the town crier is the servant of the town and not of the tradesmen. With us the secondary thing has nearly swallowed the primary; the town crier can be mainly a trade crier or the advertisements be more important than the news. Even so, any number of entirely honorable men advertise, because they use the machinery of their civilization; just as they pay wages even though they may dislike the wage system. They accept it, as I say, as a joke; but we must always be joking about it, or it gets beyond a joke. A continuous stream of satire must be directed against this social extravagance, which already occupies more than its normal place in society. We must make a guy of the advertiser, as men have made a guy of the dandy or the flunky or the pretentious upstart. We must be always laughing at Autolycus the pedlar and watching him to see whether he becomes Autolycus the thief.

INSTEAD of that, we find the whole business surrounded by a sort of solemn optimism. If we really wish to know what is the superstition of our time, it would be enough to have noticed the Oriental prostrations and flatteries with which a great part of the journalistic world received the advertising convention some time ago, and will now probably receive the adherents of the Naked Truth. People may speak evil of almost any other dignities in any other form; from the old tradition that cried "To Hell with the Pope," to the new one that is more likely to cry "To Hell with the Parliament." Anybody may say with the old colonel that the army is going to the dogs, or with the young Conchie that it ought to go to the dogs. The weary journalist thinks equally little of repealing the Habeas Corpus Act or of scrapping the British navy. He is allowed to announce the abandonment of patriotism and rather encouraged to announce the abandonment of religion. But he is always expected to be "optimistic" about the world of advertisement; to lay flattering unction to the soul of the oil king and look always on the sunny side of Port Sunlight. He is not content to say that an advertisement is tolerable, he must say that it is true. Now are we really to accept all this nonsense, as the newspapers do, and carefully refrain from laughing at something that is only tolerable when it is laughable? Let us control our mirth and refer gravely to the documents.

The advertisers tell us that the essence of all their advertising is truth. It is always the highest satisfaction of our immortal souls to seek and to find the truth, and I will therefore proceed to seek it in this fashion, and to note briefly the truths that I find. Starting with the solemn proclamation of "Truth in Advertising" inside the first advertisement page of *Punch* (it is by Sir Charles Higham, and is a prose lyric in praise of a particular motor tire, which is presented as permanently encircling the flag of England), I pass on to the following pages exactly as they come. The next page is headed in large letters "The Cabinet You Will Eventually Buy." This is a truth of the phophetic or inspired order, implying the sort of divine foreknowledge which some have even felt to be a little inconsistent with free will. However, it is of some personal interest to me to know the cabinet that I shall eventually buy, even if I have no immediate intention of buying a cabinet at all. I feel it almost a duty as well as a doom to buy it "eventually"; lest I cause the prophet to stumble upon his favorite point of truth. The next page is entirely occupied by "The sweetest, most sanitary and scientific tooth brush you ever put into your mouth." I have not put any very wide and varied multiplicity of tooth brushes in my mouth, having the old

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"Here's The Market"

for those who sell the metal trades

IN these twelve states there are 22,900 metal trades plants which represent 73.9% of the total in the country. Obviously the bulk of the metal trades market is concentrated in this area. Likewise, and of direct bearing in regard to selling this market, is the fact that 70.5% of the circulation of The Iron Age is in these same twelve states.

UNITED PUBLISHERS CORPORATION
UPC
METALS & MACHINERY DIVISION

MEMBER A.B.C.
MEMBER A.B.P.

Finding Sales Ability in Unexpected Places

By B. J. Williams

THERE is no market place for salesmen where they are on exhibition and sale and where they may be purchased by anyone having the price. I have a friend in New York who is the president of one of the large publishing houses. Some years ago one of their magazines was not doing very well—in fact, was "slipping." The opinion was almost unanimous in the organization that the trouble lay with the editor, and finally it was decided to replace him. My friend, the president, was instructed to "get an editor." In speaking to me about it he said: "They think I can go out and get an editor just as I would a bushel of potatoes." Some sales managers and those in authority over them think that salesmen can be secured in the same way.

I have employed men of many nationalities, of many types, of varied experience, of extended education—and of no education. Big, fine looking fellows and little runts. Men of thorough business training and of no training at all, but who, like Topsy, "just growed," and out of it all there are only two things of which I am absolutely certain. The first is that no fixed rule may safely be followed in the selection of salesmen from groups or classes. And the second is that first class selling ability may be found almost anywhere and in the most unexpected individuals and places.

I have had failures in men of all types, even in men of broad training and large experience. Then I have had the most wonderful success with men of little or no education, training or experience, drawn from nearly every walk of life; such as constables, farmers, porters, blacksmiths, locomotive and other engineers, firemen, butchers, college professors, army cooks, drug clerks, actors, sailors, miners, cab drivers, cigar makers, preachers, time clerks, Pullman conductors, motormen, office boys, painters, house-to-house canvassers, lawyers, professional athletes, roofers, etc. And I have had men from practically all of

B. J. Williams
Director of Sales
The Paraffine Companies, Inc.

these classes functioning successfully in one organization at one time.

I went into selling without any preconceived ideas of how it should be done or the qualifications necessary and with practically no knowledge of business or business methods. What I know of selling—both personal and executive—if I know anything—is the result of many years of actual selling on the road and behind the desk.

The first big mistake made by the average sales manager in employing salesmen is that he does not determine definitely what are the fundamental qualities necessary to successful salesmanship, and does not then see that the men he employs possess these qualities.

As I see it, the thing that is basic in successful selling is character. My own theory is that before one can make a salesman he must have a *real* man as a basis. I would not personally spend any time trying to develop as a salesman a man without character, for to my mind, character is the big fundamental in salesmanship.

You will note that I use the term "develop," because salesmen are *not* made over night any more than doctors, lawyers, and first class mechanics are turned out in a day.

I don't know how you feel about it, but I think that psychology as applied to salesmanship is the bunk, and that these fakirs who advertise to make salesmen who will be able to command salaries of four or five hundred dollars per month following a short course of instruction based on psychology, are the biggest grafters in the country today. I would like to warn you against encouraging your salesmen or other employees to pay out their good money for this sort of instruction for it does not have behind it either practical selling experience or the support of genuine psychologists.

I have no use for "master" salesmen or "scientific" salesmen or "supersalesmen." I have never known a legitimate business on staple lines that was permanently successful to be built up by strong-arm methods. How many concerns have you known to be built up along these lines? Or, to bring it down to your own institution, what type of salesmen have contributed most to the permanent upbuilding of your business? Were they the psychologists or the strong-arm artists? Or were they the honest, industrious, dependable men of character you have had in your organizations? Men with a natural aptitude for selling and who knew the line and whose moral sense would not permit them to take advantage of the company in the interest of a customer, nor on the other hand, to take advantage of a customer in the interest of the company; men who were honest and sincere and truthful in all their dealings and who were loyal to their company—to the individual who directed their work and was responsible for them—then to their customers, and last but not least, to themselves.

Now, where do I get good salesmen? First let me tell you where I do *not* get them. There are three principal places where I do not get

Saunders "Drive-It-Yourself" Plan Cuts Sales Cost in Central States

1. Multiplies man-power. No added payroll or car investment
2. Covers cities and trade areas quicker, oftener, more thoroughly
3. Combines cheap rail fare with vigor of motorized selling

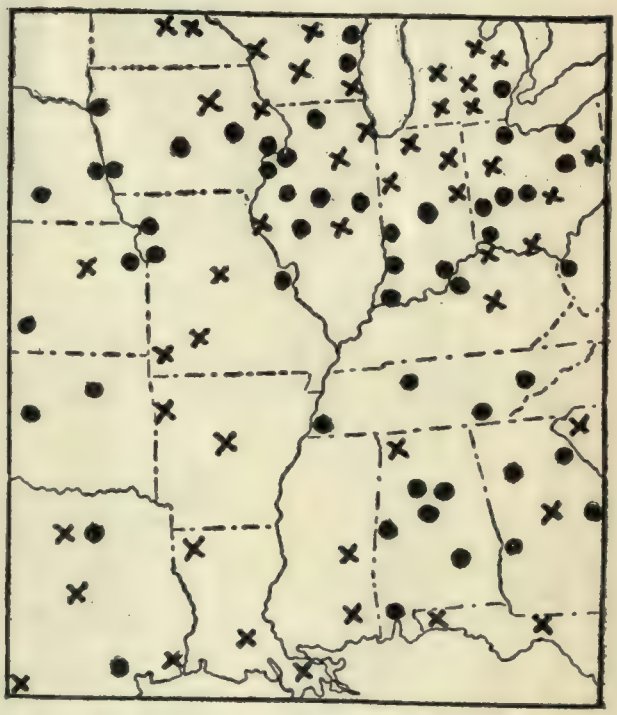
ADMITTEDLY, expenses of personal sales cars are higher than traveling by rail. If results are not proportionately higher, the fault may be yours. There is a happy medium in motorized selling!

At almost every important distributing point in the Central States are Saunders System sales cars for your salesman's use when a car will be an "asset." Arriving by rail, he may go directly to the Saunders System station—lose no time at hotels—get a clean, new car, and drive off bright and early. He can do the work of two to four men not having this convenience, and adds nothing to your salary expense or capital investment in company-owned cars. He drives up to a store, stops quickly, jumps out, enters briskly, and without hinting hurry, creates an impression of business. Before many trips, buyers are ready with orders when your salesman appears. More time and opportunity is then left for real additional selling. Industrial Salesmen, in a single day, can cover many isolated plants otherwise unprofitable to develop to the buying stage.

Saunders Drive-It-Yourself System rents both gear-shift and Ford Coupes, Sedans and Touring Cars on a mileage basis. Your man can arrange to have a car from Monday A. M. to Saturday 6 P. M. and if he drives only one mile, he pays for only one mile. No hour charge or mileage guarantee. Standard insurance protects you against liability, property damage, fire, theft and collision above $15 damage.

Supplemented by cheaper rail rates, this service nets you the lowest possible traveling expense and preserves the real advantages of motorized selling.

May we send you—FREE—Traveler's Identification Cards accredited at all Saunders System stations without cash deposit? Ask for our manual "Motor Car Advantages Unscrambled."



World's Best Markets in 50 Mile Driving Radii

From Milwaukee to Mobile—Cleveland to Denver—every dominating sales center (except two) is now served by Saunders System. Eastern states and smaller towns in the Central West as shown on the map are also being developed.

Arriving at metropolitan centers, your traveling salesman can work the city trade or industries quickly and thoroughly in a rented car. In a half to three day trip, he can also make all suburban and rural towns within the natural trading zone of each city, driving a 25 to 50 mile radius on planned routes over the best roads. Then he discards the car for rail, arrives with fresh sales vigor at the next trade center and thus covers his territory more thoroughly than by rail alone, more quickly and cheaply than by "driving through."

SAUNDERS DRIVE-IT-YOURSELF CO., Inc.

Executive Offices: 317 Saunders Bldg., KANSAS CITY, MO.

"TEN YEARS OF PRACTICAL OPERATION"

SAUNDERS Drive It Yourself SYSTEM
Wherever You Go! ©

Eastern Dist.
Baltimore (2)
Richmond, Va.
Washington, D.C. (3)

Alabama
Birmingham (4)
Bessemer
Mobile
Montgomery (2)
Tuscaloosa (2)

Colorado
Colorado Springs
Denver (2)
Pueblo

Georgia
Atlanta (2)
Athens
Augusta
Columbus
Macon

Illinois
Galesburg
Moline
Peoria (2)
Rockford
Rock Island
Springfield
Decatur

Indiana
Evansville
Indianapolis (2)
New Albany
Terre Haute
Vincennes

Iowa
Cedar Rapids
Council Bluffs
Davenport
Des Moines
Sioux City
Waterloo

Kentucky
Louisville (3)

Kansas & Missouri
Kansas City (3)
St. Joseph
St. Louis
Topeka
Wichita

Michigan
Detroit

Nebraska
Lincoln
Omaha (3)

Ohio
Akron
Cincinnati (3)
Cleveland (2)
Columbus (3)
Dayton
Norwood
Springfield
Toledo

Oklahoma
Oklahoma City
Tulsa

Tennessee
Chattanooga (2)
Knoxville
Memphis
Nashville (2)

Texas
Dallas
Houston

Wisconsin
Milwaukee (3)

salesmen: By advertising, through employment agencies and from competitors.

I don't remember ever to have secured a permanently successful high class salesman by advertising, although I did advertise years ago and received hundreds of answers to such advertisements. In my entire career as a sales manager I have probably engaged ten or a dozen salesmen in this way but not one of that number has ever proved to be a first class man and a permanent acquisition. If one required a salesman possessing technical ability of a high order he might be secured by advertising in a trade journal, but the right type of ordinary merchandise salesman is not usually found by advertising in the want or other columns of the newspapers. As a rule, the first class men have positions or know how to sell themselves.

I have tried employment agencies a few times—those of the better class who claimed to specialize in high class salesmen and men of executive ability—but I have had no better luck than in advertising. After studying the matter carefully I have come to the conclusion that any salesman who does not have initiative and resourcefulness enough to enable him to find some one who needs or can use a salesman and then can sell himself, lacks in the qualities necessary to a salesman's success. I, therefore, always advise salesmen, and particularly young men who wish to become salesmen, never to attempt to get located through an employment agency. For the same reason I would advise sales managers against the employment of salesmen sent through such channels.

As I see it, there are many reasons why it is not advisable to take men from, or who have been connected with, a competitor in the same line of business. First of all, it is not fair to interfere with or break up another firm's organization and in the very few instances where I have employed salesmen previously associated with a competitor, it has been where they had actually left their employ or stated positively that they were leaving at a certain date whether they came with me or not.

In the second place, it does not follow that, because a man has been suc-

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John Bull Turns to Advertising

By James M. Campbell

IF France or Germany or Italy or Spain were in the position in which Great Britain now finds herself, one would be warranted in saying, "She's done. Her day is past."

As a matter of fact, a great many Britishers are saying that—or something like it—of their own land.

A million and a quarter unemployed—*and being paid for doing nothing!* Exports dwindling! Coal fields stagnant! The iron, steel, textile and shipping industries in a deplorable condition! The heaviest burden of taxation borne by any people in the annals of history!

Well may the *Sunday Times* (London) ask, "Who will show us any good?" Well may Britishers, from peer to peasant, regard the future with misgivings. For, beyond a doubt, Britain's outlook *is* dark—darker than at any time in the last five hundred years.

In this dilemma, John Bull is doing what many another worried business man has done, under similar circumstances—he is considering advertising. His thoughts, I imagine, take some such form as this: "Advertising is the tool which has built many—perhaps most—of the world's largest businesses. Advertising has populated areas which, otherwise, would be barren and unproductive. Advertising has raised war-loans of almost incredible size. Advertising has found markets for the tea of India, the coffee of Brazil, and the fruit-products of Florida and California. If advertising can do those things for private enterprises, can it not do equally-to-be-desired things for governments?"

It can. It can. Therein, it seems to me, is Britain's surest way out of the difficulties that confront her—not all of them, of course, but the most pressing.

BRITAIN'S greatest need, at the moment, is to find markets for the things she makes. Many of her pre-war customers are bankrupt, or nearly so. Some of them now produce, at home, the goods they once bought from Britain. All, or almost all of them are poorer than they were twenty years ago. The best of them, from Britain's standpoint, are her own Dominions overseas — Canada, Australia, New Zealand, South Africa, etc.

What is now proposed is a "publicity campaign to stimulate the consumption of Empire produce in the United Kingdom." One of the London dailies puts the case in these words:

"Everyone nowadays who thinks at all on such subjects knows that the growth in prosperity of the oversea Dominions is a matter of prime concern to every inhabitant of these islands. The more the Dominions flourish, the more goods they can buy, and the more people they can receive as settlers. If we can create a wider demand in Great Britain for Canadian cheese or South African fruit, or can solve the difficulty of importing chilled instead of frozen meat from Australia and New Zealand, to that extent we add to their well-being and so increase their capacity to absorb emigrants."

To carry on this campaign, the recommendation of the Imperial Economic Committee is that a fund of £1,000,000 ($5,000,000, roughly) be appropriated by the British Government. Of this amount, about 65 per cent is to be allocated for the "promotion of trade in Empire produce"—in other words, for advertising; about 15 per cent for "research"; and the remaining 20 per cent for "certain other schemes," one of which is the encouragement of fruit-growing in the tropical portions of the Empire and the other the carriage of pedigree stock from the United Kingdom to the overseas ports of the Empire.

ALL Empire produce is to be identified as such; the superiorities of Empire produce are to be emphasized by the advertising; money is to be provided for coordinated research into the production and preservation of foodstuffs; the overseas portions of the British Empire are to be assisted—there is the story, in a few words.

The Best Roto Buy in Buffalo —

The EASTMAN KODAK CO.
is only ONE of the many large national advertisers now using the ROTO SECTION of the

BUFFALO SUNDAY TIMES

NORMAN E. MACK, ***Editor and Publisher***

National Representatives: Verree and Conklin
New York, Chicago, Detroit, San Francisco, Kansas City

THE 8-pt PAGE

by Odds Bodkins

I'M glad to learn that the Federal Court has handed down a decision declaring unlawful any representations of direct sale from manufacturer to purchaser unless the advertiser actually owns and operates, or directly and absolutely controls, a factory or mill wherein the merchandise is made.

False factory-to-you advertising stands out in my mind as one of the unfairest forms of unfair competition. In my younger days I was advertising manager of a mail-order concern, which had as its chief competitor a firm which worked the factory-to-you idea to the limit. As a matter of fact, neither that firm nor mine manufactured anything, and as a second matter of fact, my firm's prices were consistently lower than were the competitor's. Yet so loudly did said competitor shout about factory-to-you, and the "one-third saving" it meant to the consumer, that he secured a great deal of business that rightfully should have come to us, but which we lost because we were unwilling to lie in our advertising.

It is all very well to reason that the falseness of such claims will be discovered after a while and the public will turn against the firm using them; but meanwhile, like the wicked, they may "flourish like the green bay tree," to the detriment of their more honorable competitors. So I say, Allah be praised that the Courts have spoken!

—8-pt.—

The following figures on the number of retail store display windows, compiled by A. J. Fischer, and published in the *Radio Retailer* of the Chicago *Herald-Examiner*, interested me as I have never before seen any such statistics on store windows.

It is estimated that there are 800,000 store display windows, divided as follows:

172,842 in groceries.
147,980 in general stores.
46,000 in drug stores.
42,217 in candy stores.
37,116 in cigar stores.
29,445 in shoe stores.
23,009 in jewelry stores.
32,472 in department stores.
37,563 in furniture stores.
20,080 in hardware stores.
18,770 in haberdasheries.
40,531 in garages and auto supply stores.

—8-pt—

When Walter Painter, of Erwin, Wasey & Company, Chicago, saw the picture of the station platform in the July 15 issue of the FORTNIGHTLY with a baggage truck loaded with crates of animals, he tore out the illustration and wrote me:

"This illustration reminds me of something I saw last week in a Cincinnati railway station—a collie puppy, crated, with merry eyes peeking through the slats.

"In the center of the express label pasted on the crate by the shipper—the Jefferson Collie Kennels of Wauseon, Ohio—were these words:

I am just a dog but I get hungry and thirsty. Please fill my cup with water, and if you have any bread I'd like to have it. Don't give me meat because it makes me sick. I won't bite and if you will let me out of my box to run around the car and stretch my legs I will love you forever.

"With such a friendly little dog-to-man appeal, I'll gamble that Mister Purp reaches his new owner in tip-top order, wouldn't you?"

Yes, W. P., I would.

—8-pt.—

Seth F. Low, head of Daniel Low & Co., the well-known mail-order jewelry house of Salem, Mass., sends me a batch of newspaper advertisements from London, where he has been sojourning for some weeks.

I am always very much interested in English advertising. The English have a refreshing touch, both in copy and in art. For instance, glance at this illustration from a Cosmos Radio Valve Set advertisement:

And dip into the copy:

LET US STAY AT HOME

There is, of course, a social side to a concert. Friends to whom you want to talk in the interval. Friends who want to talk to you—not in the interval. And this you will miss when the concert is brought into your own house by the Cosmos Radio Valve Set. But you won't miss anything else! *Such purity of musical reproduction is new in wireless*, and the most sensitive and exacting musician will listen to it with delight. Voice, violin, whatever it be, in its own color and character; full orchestra in all its tints. And so, while symphony and song and solo flow in through the Cosmos Valve Set, you make your own social side to the concert—alone, or in the company of a few friends who come in night after night for the music.

Rather strong copy, that, for by admitting frankly the things you miss by staying at home this advertiser makes the other side of his argument more convincing.

—8-pt.—

I chuckled over this one from the Spotlight of the advertising club of Portland, Ore.:

"As Sambo was reading the evening paper, he was interrupted by his wife, thusly: 'Listen heah, yo! Ah didn't buy yo dat paper for entertainment. Jest confine yoself to dem want ads, niggah'."

—8-pt—

Bugs Baer takes a fling at the "week" idea in his column in the *New York American*, making numerous pertinent and impertinent comments, not the least pertinent of which is this observation: "We are over-weeked. Rubber-Heel and Non-Skid Weeks would have been successful if they hadn't sandwiched Banana Week between them."

—8-pt—

Recently I discovered where Lydia Pinkham has gone—to college. And now I have stumbled onto an interesting trail of another old friend, Sanatogen. This morning I received a copy of the *Dar-es-Salaam Times*, Dar-es-Salaam being somewhere in British Africa, and the *Times* being printed in English but with a distinct Tanganyika flavor, if you follow me. And lo and behold, there, in six inches double column, next to reading, was our familiar friend in his striped (line cut) pajamas struggling through one of his old sleepless nights for the lack of this well-known nerve food!

Directly under the Sanatogen advertisement was one of White Horse Whisky which boasted a good copy line —"Order the best even if you take less."

The Farm Journal Has Always Been Brief

[*"The brief style is that which expresseth much in little."—B. Jonson*]

Expresses much in little! That is what The Farm Journal has been noted for throughout its nearly half century of service to American farmers.

The worthwhile farmer is the busy farmer, and the busy farmer prefers brevity, which is one reason for the special affinity between the worthwhile farmer and The Farm Journal. No doubt, its "brief style" has had much to do with making The Farm Journal the most popular farm paper.

Brevity has meant more than condensing long articles into short ones. The Farm Journal's practice of delivering "wheat—not chaff" to its readers has meant *more* kernels — because valuable space has not been taken up with worthless husks.

In 1924, The Farm Journal published 2,313 different articles—25% more than any other national monthly farm paper.

Padded articles, to get the "meat" of which requires tiresome, useless reading, have no place in The Farm Journal. The farmer wants not husks, but kernels, and he wants to get them quickly. That's why The Farm Journal is liked best by the most farmers.

The Farm Journal has *always* been a monthly, *always* been brief, *always* had a small page, *always* maintained a low subscription price, *always* sold multiple subscriptions.

The Farm Journal

first in the farm field

PHILADELPHIA BOSTON LOS ANGELES NEW YORK CHICAGO SEATTLE SAN FRANCISCO

The Advertising Writer Who Is Bigger Than His Ad

[CONTINUED FROM PAGE 34]

manufacturer is too close to his work to reason well about it; that he is too much absorbed in himself and the narrow world of his trade to gage public sentiment or know how to appeal to the mass of his fellows. But whatever the shortcomings of other men and other races, the American business man is prepared to undertake all things with equal success and without previous education or special training. The only reason he does not paint his own pictures, design his own house, conduct his own case in court or treat his own influenza is because his time is valuable, his mind is burdened with weighty things, and the doctor or lawyer, with proper coaching, can carry out his ideas almost as well as he could do it himself.

THERE is no denying the fact that intelligent advertising is still the exception or that most of the large users of space go at it blindly, trying first one plan and then another until they chance upon a campaign that makes a hit. They have great general faith in publicity as a "good gamble," but evidently little conception of it as an exact science. They do not yet understand it as a force to be directed with economy and precision. Most of them that stay at it long enough flounder into success but at an expense that is quite unnecessary.

It is remarkable what has been done, what is still being done,—without brains, without taste,—by the sheer force of crude publicity, the brutal paying out of money for space. Better results could often be had for much less money. But some business men and most boards of directors would rather pay for space than for brains; is is more tangible, they understand it better.

It is a step forward, I suppose, that these men have learned to buy space; perhaps some day they will learn how to *fill* it; how to nurse an appropriation and take full advantage of the investment.

Manufacturers of food products are among the largest users of publicity in all its forms: newspapers, magazines, street cars, outdoor display, sample distribution, premium schemes and store demonstrations.

There is no doubt that the food business in recent years has contributed largely to the volume as well as the progress of advertising; but if, without referring to any of the periodicals, we try to set down a list of the various foods and something that has characterized the publicity of each one, we realize from our confused ideas that the work is more notable for its extent than for its individuality.

The general impression is one of a rather high standard of mediocrity with a leaning toward engraving-house illustration and what my friend Beauley of Chicago calls "Steamboat Renaissance."

There is a happy irrelevancy in much of this work; the thought evidently being to separate the picture and the text by as wide a chasm as may be bridged by the reader's imagination.

We are shown waving fields of grain and told how, by a special arrangement with providence, heaven's sunbeams are caught and imprisoned in Mr. Jones' Breakfast Grits.

The chef has been overworked for years. The idea is not bad, as suggesting the preparation of food for the table, but it is usually difficult to tell what is being cooked. He might be frying eggs, for all any one can find to the contrary.

The old Quaker of Quaker Oats is well conceived and, by dint of repetition, has come to be a familiar friend. The recent "smile that won't come off" is too evidently an imitation of the "Sunny Jim" optimism.

I HAVE always questioned the practical selling power of the humorous grotesque in advertising. An appeal to the public's sense of the ridiculous is not the best way to get its money, except on the vaudeville stage.

To make a joke of an advertised article is to cheapen it and at least postpone the serious consideration that must precede a sale. Even those induced to try it lack confidence and ask for it in an apologetic manner.

I believe thoroughly in optimism as a necessary quality in salesmanship; whether over the counter, on the road, or by means of the printing-press. Cheerfulness and bouyancy inspire confidence in the buyer and open the avenues to receptivity. Optimism is one thing and the antics of a clown another.

If the way to a man's heart is through his stomach, the food people are neglecting a great opportunity when they do not appeal directly to the reader's eye and appetite by means of good copy.

Some of the best and sanest work has been done for Shredded Wheat Biscuit in their illustrations of dainty and appetizing dishes prepared from their product. This appeals directly to the palate and suggests new recipes to the housewife.

In many ways the strongest and most interesting work ever done for a cereal product is the advertising of the Postum Cereal Company—Grape Nuts and Cereal Coffee. It has an insistent note of personality—the priceless quality in advertising. There is character behind every line of it.

A class of advertisers try to reach their goal by indirection. They assume that any subject is of more interest than the facts about the goods they have to sell.

For instance, a man wishes to advertise shoes. He prints a little romance telling how the heroine wins a husband by the grace of her advertised footwear. Then they go to live with the old folks and save enough money on the family shoes to pay off the mortgage on the farm.

To a man in need of a new derby or the woman who wishes to buy gloves nothing is of such vital moment as the printed facts about the required article. The most interesting news in the world is news of the things we desire to buy. It affects us personally. It reaches our vanity, our taste, our sense of luxury, our desire for happiness, and it touches our pocketbook.

Tell the story of your goods believing that it is the most interesting thing in the world. Then perhaps you can make it so.

Don't try to sneak the facts about your business into the public consciousness by a surreptitious hypodermic injection. Come out with them face to face. Tell the people what you've got, why you can serve them, what it costs and ask for their trade.

Advertising is news.

IT will be a great day for advertising when men see it in a large way and stop taking a part of it for the whole. When they understand that the vital parts of advertising are the things that go with it and that advertising is a moral force and not a mechanical toy.

Rule twisting and type sticking and stamp licking and space measuring all have their place and their value. I do not depreciate them when I say that they should not be permitted to obscure the view.

Mechanical details have a great fascination for most minds, especially the mathematical American mind. The average business imagination does not rise much higher than it can travel in a passenger elevator.

An increasing number of men refuse to believe in all but the things they can touch and see, and it is perhaps natural they should dwell upon the material,

The Production Executives of the Machinery Industries and Metal Working Industries read the *advertising* in the American Machinist

A.B.C. A.B.P.

Strength and Breadth

IN addition to the strength and breadth of the Evans-Winter-Hebb staff of merchandising and direct advertising men, the strength and breadth of this organization's clientele should commend to you the value of its services.

Among these clients are included leaders in many different fields. There are manufacturers whose products range from clocks to $150,000 power shovels; from athletic shoes to fine motor cars; from building stone to pharmaceuticals; from paint to printing paper. There is also a big accident insurance company.

For these clients Evans-Winter-Hebb is executing direct advertising. The problems have varied. And so have the applications of the direct advertising principles, in which this organization, because of specialization, training and experience, is well grounded.

EVANS-WINTER-HEBB *Inc.* Detroit
822 Hancock Avenue West

The Evans-Winter-Hebb organization has within itself complete facilities for the planning and production of direct advertising and other printing: Analysis · Plan · Copy Design · Art · Photo-Engraving · Letterpress and Offset Printing · Binding · Mailing

obvious aspects of the subject and miss the soul in the machine.

Advertisers pay for space, buy cuts and copy, set the wheels in motion and stand by to see them run. If the things desired do not promptly happen it is plainly the fault of the agent or publisher, and they begin to tear things to pieces like a child that wrecks a toy because he lacks the intelligence to make it work.

It may seem that I dwell with tiresome iteration upon this phase of the subject. But there is not a week in the year when some business man does not get me in a corner and pour out his woes—thousands of dollars spent and no adequate results. Best media, good copy perhaps, and replies—but no effect on the business. Selling expenses only increased by the addition of the advertising appropriation. Salesmen squeezing the house and sacrificing everything to their customers. High anticipations, great fun and excitement at first, but the novelty is wearing off.

What shall he do? Discharge his advertising man? Change his agent and quit the publishers? A friend has told him to spend his money in the street cars.

Then follows a long cross-examination as to the general conduct of the business. The man grows reticent and suspicious at deep, researching questions he considers utterly irrelevant. He listens absently and says, "Now to get back to advertising." When he is told that all this *is* the advertising, he does not comprehend.

A man in an allied line told me the other day that he was conducting a campaign by using all of my literature, worked over for his business. When I said that I considered the best part of my value was in work which he did not see, he was at a loss whether to distrust me or to resent being cheated out of his just dues.

We need less tinkering in advertising and more use of the merchandising brain which builds copy on the well-engineered steel framework of field facts.

Howard Sherman

Formerly with the art staff of the Robert L. Stillson Company, New York, has joined Ben Sweetland, Inc., same city.

Power, Alexander & Jenkins Company

Detroit, will direct advertising for the Covert Gear and Manufacturing Company of Lockport, N. Y., now restored to independent operation by Alvin A. Gloetzner, former Detroit engineering and sales executive; and for the Sherwood Company, Detroit, realtors.

Critchfield & Company

Announce the appointment of Hal G. Trump, formerly treasurer and general manager of Campbell, Trump & Company, as manager of their Detroit office.

"We Used to Be"—or —"We Are!"

[CONTINUED FROM PAGE 21]

—they could build plants in such a way as to take advantage of the mistakes the Yankees had made. They could put in modern machinery, materials handling systems, ventilating and humidifying systems—everything to cut costs

—and instead of working 48 hours per week as is done in Massachusetts, they could and do work from 50 to 60 hours a week in their cotton mills and some even work day and night—105 hours as against a Massachusetts maximum of 48 hours per week

—and besides all this they found the cotton growing in the back yards of their mills, or if you wish, they could build the mills right on the cotton fields—and of course taxes on a cotton field aren't nearly as high as taxes in the land of antique New England.

And so, after you spend a week or two up and down the rock-bound shore where *some* of our fathers landed years ago; after you have leisurely enjoyed your bath in a tin tub, and your breakfast of scrod at ancient Youngs Hotel, be sure to go out and see as well as you hear how Micky the tar-heel has strutted across the Mason and Dixon line, stopped abruptly by the funny old cotton mills that "have been in our family for generations," and deliberately "kicked 'em in the slats."

He hasn't exactly spit on them nor has he blown smoke from a vile stogie in Mr. New England Textile Manufacturer's face (no Southerner would ever do that) but he has befuddled all these dear gentlemen with clouds of competition with which they are most unfamiliar.

Indeed, it is most confusing when some "sand-lapper" from Carolina has the audacity to make sheets as good or a damn sight better than yours for, well, let's say half the cost.

Of course all this is wrong. The South should never have been allowed to do anything but grow Colonels and cotton. But then Walter Page should never have been born, cows should never give anything but discontented milk, beer should never have been anything but "near," the Kaiser should be recrowned and my rich aunt should never die—and probably won't.

Wherever you go in New England you hear it—"competition of Southern mills"—"the textile industry is shot to pieces"—"buyers used to do that, used to do this"—"twenty years ago we had it all our way"—etc., etc., etc. Cry baby or king? What will they answer —"we used to be *or* we are?"

And yet!—New England has what the South hasn't got and can't have for at least quite a few years to come. The textile industry and practically every textile manufacturer in New England has—

Over Half a million lines Gain

In the first six months of 1925,

The Detroit Times

gained

689,220 lines

This tells where we stand in Detroit.

The Detroit Times

Evening 235,000 Sunday 280,000

Caxton a·d·a Co-operates

In a dealer to consumer a.d.a campaign on a product that sells for approximately $100.00, the manufacturer reports as follows:

"Dealers using this campaign are having extraordinary success. One dealer reports 406 sales in 17 days, while another made 578 sales in three weeks. Other dealers in smaller towns have had proportional success."

In this campaign the manufacturer assumed active control over the sale of his product from the factory, through the dealer and on to the consumer. The result—a speedy increase in sales.

When the manufacturer has complete sales control, he makes all his dealers better merchandisers. With it he knows that his goods are being presented to their best advantage at the point of retail distribution.

Consult your advertising agency or write us direct about Caxton Applied Direct Advertising. Learn how it gives the manufacturer more effective sales control.

THE CAXTON COMPANY

Cleveland

1. *Tradition.* They have been making textiles for generations and generations in New England. They were the first in the land to indulge in "warping" and "woofing."
2. *Experience.* And having woven cloth for generations they should know how to weave—what to weave—when to weave and what to do with it after they weave it.
3. *Craftsmanship.* And having been makers for generations they have developed families of weavers who have the "how to do it" woven into their heads and hands by inheritance.
4. *Distinction.* For New England is the land that has clothed the nation for years—not as growers but as makers, and it does seem logical that it is one thing to grow cotton but quite another to make it into fine cloths.

5-6-7-8-9-10. Fill them in yourself.

When will the textile industry of New England bury its traditions, its inhibitions, its situations, its conditions, and at least throw a little sand on Micky South's competition?

When will they start saying to the American public, collectively, cooperatively or individually: "Here is the home of fine cottons, fine worsteds, fine textiles. We have been making them for over a century and we still are making them and making them better year in and year out, for *we know how!*"

When will they answer *we are!* and stop crying *we used to be?*

American Leipzig Fair Association

New York, has undertaken the project of establishing a permanent national headquarters for the United States at the semi-annual Leipzig Fair. Plans regarding this are being presented to every business likely to be interested in the opportunities afforded by this fair.

Associated Advertising Clubs of the World

Announce the resignation of Carl Hunt, general manager of the Association. He will be succeeded by Earle Pearson, educational director of the Advertising Clubs.

Atwater Kent Manufacturing Company

Announces the resignation of F. W. Kulicke, advertising manager. He has been succeeded by D. W. Bauer, formerly district sales manager. Mr. Kulicke has become associated with the Budd Wheel Company of Philadelphia and Detroit.

Lord & Taylor

New York, is sponsoring an international art competition to mark the centennial of the stores. A number of prizes amounting to $3,000 will be awarded to the entrant producing the best symbol of the aims and principles of modern retailing.

THE VALUE OF AN IDEA

¶ First, the basic idea—sound, original and convincing. ¶ Then the *different* methods of developing this idea into a series of posters rich in variety of color and design, but absolute in continuity of belief-building suggestion. ¶ The Blackstone Cigar series is one of the outstanding Poster successes of the year, and its effectiveness has been reflected in a continuous stream of enthusiastic comments from salesmen, dealers, jobbers and smokers.

550 West 57th Street
New York City

General Outdoor Advertising Co.
INCORPORATED
Branch Offices in 52 cities

Harrison & Loomis Sts.
Chicago, Illinois

Courtesy Nathan Straus & Sons, Inc.

PHOTO-ENGRAVING THE NATION'S SHOP WINDOW

A word or two by James Wallen about the way to win a larger and more responsive audience

THE advertising sections of the periodicals are the streets of quality town. Every page is a show window, rich with the wares of all the world.

The products of work-bench, loom and potter's wheel all find in this cosmopolitan gallery a display place where millions of buyers leisurely study their splendor and merit.

The makers of china and porcelains are coming to the fore as advertisers in magazines, newspapers and direct mail pieces. They find an eager audience, because their products are pictorial—lovely to look upon and always arresting.

The potters and importers have discovered that "Your Story In Picture Leaves Nothing Untold." And what is more the tale is told with fidelity and charm.

The American Photo-Engravers Association is composed of men who are earnestly anxious to put their craftsmen to work for you—to have you join the company of those who find photo-engraving the direct route from factory, warehouse and store to home.

A copy of the Association booklet, "The Re-Lighted Lamp of Paul Revere," will be sent you on request, as a token of the photo-engravers' pride in craft.

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

Copyright, 1925, American Photo-Engravers Association

Selling Through the Senses

[CONTINUED FROM PAGE 24]

set, together with an electric fan, were placed on a wicker table beside two comfortable wicker chairs under a spacious awning. Passersby were attracted by the inviting coolness and the mute invitation to rest, with the result that many stopped for a moment or two in order to relax and enjoy the refreshing breeze. Once seated, the combination of music and coolness held them, and it was not long before the entire stock of electric fans was sold.

That the value of increasing sales appeal through putting as many of the customers' senses to work as possible is shown by the novel step recently taken by one concern. It is reported that the company in question has been granted patents for impregnating direct-by-mail advertising literature with the odor of the product being advertised. Thus, a piece of literature advertising a brand of coffee will be impregnated with a true coffee odor, a letter or circular advertising tobacco will have a true tobacco scent, etc. In this manner the sense of smell will be added to the usual appeal.

That this plan has limitations is obvious. It is questionable how it would work out for the manufacturer of Limburger cheese or for a salt herring merchant, but the fact remains that for certain products the sales appeal will reach the potential buyer through his sense of smell as well as through his eyes.

Even the sense of taste has been successfully brought into play by a dealer who wished to increase his sale of electric cooking devices. Despite the fact that his window and counters displayed irons and percolators, this particular line of goods was not moving rapidly enough to satisfy. As an experiment, he engaged a competent cook, laid in a reasonable supply of food stuffs which could be cooked easily, and opened up a culinary department in his window. Steaming hot coffee was served in tiny cups, right from the percolator. Samples of crisp waffles were dispensed from the waffle iron and tempting bits of chicken from the electric range were placed on small triangles of toast from the electric toaster. The goods moved quickly and the increased cost of selling was more than compensated for by the sale of other appliances.

The five senses of sight, hearing, smell, taste and touch are available as sales channels, and often the addition of one will provide a setting for the product, impossible to achieve when ordinary methods of display are followed. Imagination, suggestion, association and atmosphere are all good salesmen, and when it is possible to combine two or more of them the sales appeal is strengthened.

Milwaukee—First City in Diversity of Industry

Franklin Cuts Selling Costs

WHEN the Sanger-Williams Company, Milwaukee distributors of Franklin cars, discontinued their outside sales force in 1922, it became necessary to attract prospective customers in large numbers directly to their show rooms. Concentration of Franklin advertising in The Milwaukee Journal solved the problem successfully—

—by making possible lower selling cost.

—by keeping sales at a consistently high point.

—by increasing Franklin business nearly 20% in three years.

—by steadily decreasing the advertising cost per sale.

—by cutting the appropriation formerly necessary when Franklin advertising effort was scattered in various papers.

—by increasing net profits.

The Milwaukee Journal

FIRST—by Merit

Wisconsin—First State in Value of Dairy Products

House Organs

We are the producers of some of the oldest and most successful house organs in the country. Write for copy of THE WILLIAM FEATHER MAGAZINE.

The William Feather Company
605 Caxton Building :: Cleveland, Ohio

If it sells—and sells—and SELLS—it's an

EINSON-FREEMAN WINDOW DISPLAY

Specializing in window and store display advertising

327 E. 29th St.
Lexington 5780
New York City

If Your clients are advertising any of the above—NUGENTS should be used for

MAXIMUM RESULTS
AT
MIMIMUM COST

Published by

The Allen Business Papers, Inc.
1225 Broadway New York City

Replying to Mr. Edison

[CONTINUED FROM PAGE 28]

Edison would not give the time to it. His heart is in his laboratory. I believe his most prosperous periods have been when he turned the purely business side of his enterprises over to a trusted lieutenant, such as I have understood the late William Maxwell to have been, and for which position I have no doubt young Mr. Edison is in training.

WHILE Edison *pere* has plenty of the imagination that leads to wonderful scientific discoveries, he lacks business imagination, the commercial instinct. It is related that the first typewriter ever made was shown to him for his opinion. He condemned it. No one would ever have the patience to write, punching one letter at a time. This is no reflection on him either. It is absurd to criticize a man for not being something he is not, when he is in his own character so great an asset to humanity. But when the experiences of the Edison businesses are used to establish the fact that advertising does not pay, it is fair to assert that the Edison business when advertised according to Mr. Edison's idea of advertising have not had an opportunity to find out whether the right kind of advertising would pay or not.

One need but read Edison's inspiring life, as written by his friend and legal adviser, Frank L. Dyer, to realize how much he has contributed to the comfort and efficiency of the world, and how little he has profited financially by his discoveries. One after another he threw off revolutionary inventions, with little interest in them after they were successfully solved, selling them for a pittance to secure ready money for the next adventure. Any one of these, in the hands of real business men, would have created a vast fortune, and many of them did—for some one else. Just think what a George Eastman would have done with any one of them! There is something magnificent in this splendid indifference to the merely financial side of his work.

But such a training and such a temperament do not make an advertising man. And it is as an advertising man, among other things, that Mr. Edison has functioned in connection with his various industries, ranging from phonographs to Portland cement. Mr. Edison judges advertising by its effect on himself, a habit only too common to the deaf, as I know only too well. The result is that the Edison businesses have never had the continuous, consistent advertising which alone would prevent the crisis which young Mr. Edison so graphically and feelingly describes.

There is a story that an Indian learned the white man slept on a feather bed and found it exceedingly comfortable. He resolved to try it for himself, and securing a feather, laid it on a rock and slept on it. His verdict was, "White man heap liar." Too many business men are condemning advertising as a means of distributing and selling goods without ever having tried advertising in any real sense. They have merely advertised and been dissatisfied with results. It does not occur to them that it is not advertising which is on trial but their method of using it. Advertising does not fail, but some advertisers fail.

One statement made in this speech of Mr. Edison's is quite startling; namely, that advertising has broken down the morale of both dealer and traveling salesman, that they no longer make an effort to sell, but are disposed to leave it all to the advertising, and when advertising is withdrawn they have nothing left to talk about. Now it is quite possible that advertising has made it more difficult for either dealer or salesman to sell unadvertised goods. I certainly hope so. It is an end to which we have been working. It is one of the reasons why an advertiser uses advertising at all.

IT would seem that the stocks of goods which Mr. Edison mentions, which have accumulated in the dealer's stores for the last five years and which are there yet, are due to the withdrawal of advertising. In other words, the real moral of the Edison experience is not that advertising does not pay, but that not advertising does not pay. If the dealers were sold more merchandise than they could digest, wasn't that an error of judgment on the part of the sales department? The proposed advertising was overplayed. The fact is this merchandising of advertising to the trade is overdone. It is a confession of weakness. If the advertising to the consumer is adequate and resultful, it isn't really necessary to merchandise it to the trade. It will merchandise itself. The customers coming to the store to buy the advertised goods is all the dealer needs to know. To show the dealer what you are going to do is all right. To enlist his cooperation, to make sure his efforts coincide with yours, is good policy. But to sell him goods because of your proposed advertising is getting the cart before the horse.

Too many advertisers, realizing that their advertising is inadequate, and not strong enough to pull the goods out of the store, try to supplement it by using it to push the goods into the store. And the more they use it in this way, the more inadequate it is to enable the dealer to dispose of the stock he has bought under its compelling influence. The idea of advertising is comparatively simple. Make the con-

sumer want your goods and buy them in sufficient quantities, and the dealer and jobber will take care of themselves. If you sell the consumer you need sell but once. If you fail to sell the consumer, and instead sell the jobber, and sell the retailer, there is danger that you will sell more than your small consumer demand can absorb.

Interesting and Profitable

MR. Edison's article in your issue of August 26 is both interesting and profitable. There is a whole lot of truth in what he says, which after all is simply this—"It pays to advertise *intelligently*."

C. M. LEMPERLY,
Director of Sales Development,
The Sherwin-Williams Company,
Cleveland, Ohio.

Advertising Calendar

SEPTEMBER 21-24—Advertising Specialty Association, Chicago, Ill.

SEPTEMBER 22-25—National Better Business Commission, Indianapolis, Ind.

SEPTEMBER, 28-30 — Directory and Reference Media Department, New York City.

SEPTEMBER, 29-30 — Sixth annual meeting of the National Publishers Association, Shawnee-on-Deleware, Pa.

OCTOBER 1 - 4 — International Congress of the Business Press, Paris, France.

OCTOBER 2-3—Conference of Advertising Club Executives, Indianapolis, Ind.

OCTOBER 5-6—National Advertising Commission, St. Louis, Mo.

OCTOBER 6-8—Convention of Window Display Advertising Association, Chicago.

OCTOBER 7-8 — American Association of Advertising Agencies, New York City.

OCTOBER 12-13—First District Convention of Associated Advertising Clubs, Springfield, Mass.

OCTOBER 13-15 — Associated Business Papers, Inc., Chicago, Ill.

OCTOBER 14-16 — Financial Advertisers' Association, Columbus, Ohio.

OCTOBER 15-16—Audit Bureau of Circulations, Chicago, Ill.

OCTOBER 19-21—Industrial Advertisers Association Convention, Atlantic City, N. J.

OCTOBER 26-27—Convention of Mail Advertising Service Association International, Boston, Mass.

OCTOBER 26-28 (tentative)—Insurance Advertising Conference, Boston, Mass.

OCTOBER 26-30 — Poster Advertising Association, Kansas City, Mo.

OCTOBER 28-30—Convention of the Direct Mail Advertising Association, Boston, Mass.

NOVEMBER 16-18—Annual Meeting, Association of National Advertisers, Inc., Washington, D. C.

NOVEMBER 22-24—Seventh District Convention, Associated Advertising Clubs of the World, Oklahoma City, Okla.

APRIL 12-14, 1926—Fourth District Convention, Associated Advertising Clubs of the World, Orlando, Fla.

JUNE 19-24, 1926—Twenty-second Annual Convention, Associated Advertising Clubs of the World, Philadelphia, Pa.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.

Map shows area known as "The New York City Milk Shed"

Standing Back of Our Guarantee

EVERY issue of the Dairymen's League News carries this statement: "Only advertising which can be fully guaranteed is accepted by Dairymen's League News."

Once in a while though a crook will creep into our columns, only to be summarily ejected as soon as his character is discovered. Meantime, Dairymen's League News readers are fully protected against possible loss as the following correspondence bears witness:

DAIRYMEN'S LEAGUE HEADQUARTERS

March 20, 1925

Mrs. Chas. Blodgett,
Owego, N. Y.

Dear Mrs. Blodgett:

Enclosed you will find a check for $65.00 in settlement of your claim against the New York Farm Sales Company.

I am very sorry that you had this trouble with one of our advertisers, but think this proves that the Dairymen's League News does carry out its guarantee of advertisements.

Very truly yours,
DAIRYMEN'S LEAGUE NEWS
(Signed) *F. M. Tibbitts,*
Business Manager.

Owego, N. Y., Mar. 23, 1925

Dear Sir:

I can't tell you how pleased I was when I received the check for $65.00 and I want to thank you personally for it.

I appreciate your kindness in getting it for me and I shall be on the lookout for any more such guys. Again I thank you.

Yours very truly,
(Signed) *Mrs. Chas. Blodgett.*

Such treatment builds reader confidence which is enhanced by the loyalty our readers feel to the paper which they themselves own and publish.

Published every Friday; last forms close on Monday of the preceding week. Line rate—50c.

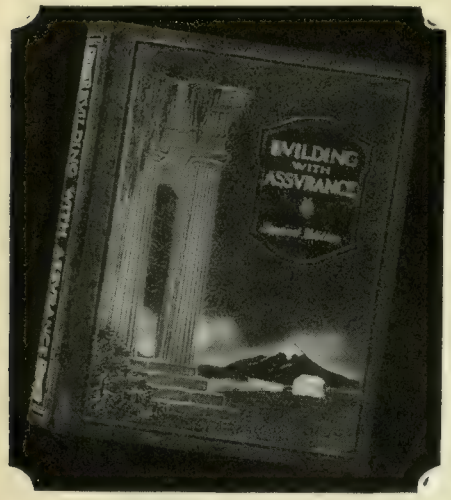
A request will bring you Sample Copy and Rate Card.

NEW YORK
120 W. 42nd Street
F. M. Tibbitts, Bus. Mgr.
O. E. Everett, Adv. Mgr.
Phone Wisconsin 6081

DAIRYMEN'S *league* NEWS

CHICAGO:
10 S. La Salle Street
John D. Ross
Phone State 3652

"The Dairy Paper of the New York City Milk-Shed"



Can Your Catalog Compete With This?

SUPPOSE this catalog shown above is your competitor's. If yours is placed beside it and a prospect for the commodity you handle wishes the final assuring glance that usually precedes a sale—which will he reach for?

Your catalog is, in most cases, the sole point of contact between you and the buyer. In the prospect's mind your product is saddled with the impression given by the catalog—that of quality or mediocrity.

Your product deserves a proper display. A Smith-made Art-Leather Cover will dress it up and secure it the recognition it merits.

Send us a copy of your catalog and tell us how many you issue. Without obligation we will put a Smith-made Art-Leather Cover on it and suggest a color and embossing arrangement. Both the low cost and the personality with which this cover will clothe your catalog will surprise you.

Send it to us today so that we can present the complete picture as soon as possible.

During recent months, we have made more than 150,000 Smith-made, Art-Leather Catalog Covers, Salesmen's Portfolios, Display Cases, Window and Counter Signs for:

Audit Bureau of Circulations
Brunswick-Balke-Collender Co.
*Butler Brothers
***Devoe & Raynolds Co.
**First National Bank, Chicago
Hart, Schaffner & Marx
*****John A. Hertel Publishing Co.
B. Kuppenheimer Co.
***La Salle Extension University
Mansfield Tire & Rubber Co.
***Morgan Sash & Door Co.
*****National Tailoring Co.
***Peck & Hill Co.
**Joseph T. Reyerson Co.
******Stone & Field Corporation
United States Military Academy
Western Printing & Litho. Co.

(*) Indicates number of repeat orders.

THE S. K. SMITH CO.
448 No. Wells St.
Chicago, Ill.

What Price Installment Selling?

[CONTINUED FROM PAGE 20]

A national installment credit clearing house would be a very great help. There are numbers of people even now who have no hesitation in changing their names when they move, but these are a relatively small fraction, and it is certain in my mind that such a national installment credit clearing house is due to come soon. The insurance people have something that functions similarly in regard to insurance risks.

It is just possible that in the familiar American fashion there will be a reaction from the craze for installment buying. Just as there has occured among merchants a reaction from inflation speculation and over-buying, so it is possible that the indignities, the humiliations, the burdens and the emptiness of living beyond one's income, via the installment plan, may come home suddenly to large numbers of people and bring about a more conservative attitude. This could be hastened if all who sell by installment use judgment and inquiry—for pure business reasons—in granting installment terms.

It is a question which bothers some economists why installment buying should register such rapid advances in a time when wages are at the highest peak in American history, and when a day's labor will buy more than at any time in the world's history.

The answer in all probability lies in the taste of new levels of income which was enjoyed in the after-war inflation period and the new boldness in satisfying desires which has not yet worked itself out of American psychology or toned itself down to fit actual income. Either one of two things must now happen: (1) Prosperity must come and provide earnings equal to desires as expressed in the appetite for installment buying, or (2) a change of heart must be experienced, through either education or compulsion, by the installment buyers.

Campbell-Ewald Company

Detroit, will direct advertising for the Lewis Manufacturing Company, Bay City, Mich., makers of ready cut homes.

George J. Kirkgasser & Company

Chicago, will direct advertising for the Chicago Fuse Manufacturing Company of the same city.

Bauerlein, Inc.

New Orleans, will direct advertising for Dunbar-Dukare Company, same city, packers of Original Dunbar Shrimp.

Benjamin & Kentnor Company

Have been appointed national advertising representatives of the Tampa (Florida) *Telegraph*, published by the Gulf City Publishing Company.

Get in On This

Unusual Opportunity to Make Big Money

You advertising men of vision, judgment and experience—

You who could have bought Gillette Razor stock at 50 cents a share and did not—

You who have seen advertising make vast fortunes for Gillette, Lifesaver Mints, Wrigley and others—

Get in on the ground floor with those now on the inside, and see your investment multiply itself.

I have just sold as a business (to a small New York corporation) the ownership of a patented device of great economic importance in the public welfare, a device which has been thoroughly tried and is actually wanted by the millions.

This device is approved by the Ladies' Home Journal, Good Housekeeping and Modern Priscilla.

It is used by Standard Oil Co., Bell Telephone Co., American Radiator Co., Armour & Co. and other large institutions and sold by the largest dealers.

The thing is wanted and is really needed in nearly every household.

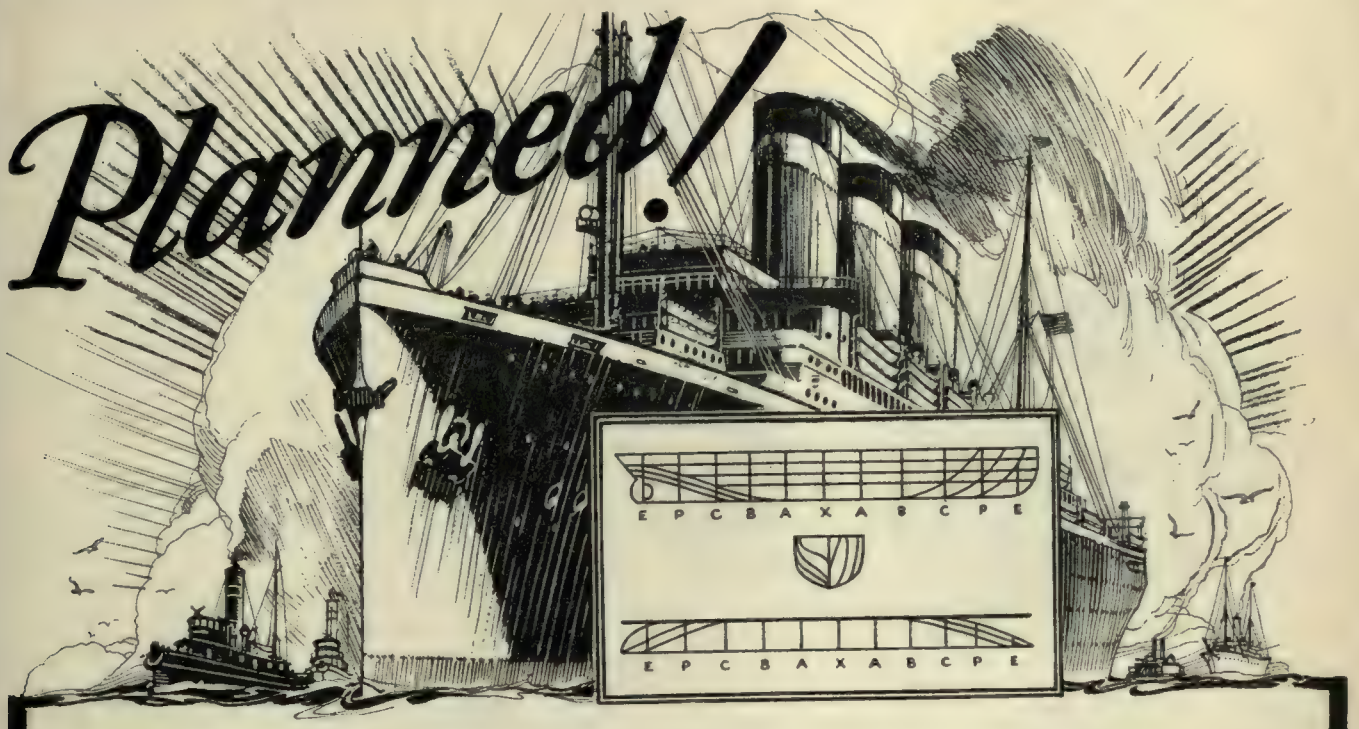
This device is so demonstrably good that it could not be killed by its woeful neglect on the part of its inventor and former owner who scarcely had the inclination to fill orders.

The business is now in competent and widely experienced hands. It will become one of the preconspicuous advertising and merchandising successes of the time.

If you have a few thousand or even a few hundred dollars available, be one of the very few men who will be permitted to participate in this remarkable opportunity.

Write me at once and I'll tell you the whole story.

Richard S. Wood
1457 Broadway New York
Telephone Wisconsin 0140

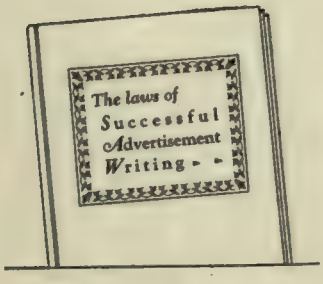


Planning the Profit and the costs . . .

THE engineer of today does not stop with planning merely the physical construction of his product. He goes further. He sets up a budget, or financial problem, showing important things such as cost of construction, expenses covering depreciation, upkeep, management. He estimates the total receipts or gross income, against which he estimates maintenance and, finally, net income.

So, "Planned Advertising" does not stop at specifying the physical elements of a campaign. Of course there must be media, for carrying the messages to potential customers. The plan must provide for the messages themselves. It must coordinate the parts to be played by the brand name, the package, the trademark, the advertiser's salesmen, the jobber and his salesmen, the retailer with his sales people, and the consumer.

But above all, the motif which must run through the entire plan is Profit. The plan must not be merely a collection of advertising phrases. Rather it must talk dollars and cents and spell Profit. It is in this way that our plans are built.



This booklet sent
FREE

IN THE writing of advertisements, which is an essential part of an advertising plan, there is room for the use of "methods." We write advertisements following principles which years of experience fortified by the records of results have taught us. The booklet "The Laws of Successful Advertisement Writing" explains some of the things which we believe are essential. We will send it free to interested executives.

CHARLES W. HOYT COMPANY, INC.
PLANNED ADVERTISING
Reg. U. S. Pat. Off.
Dept. E2, 116 West 32nd Street, New York
BOSTON **SPRINGFIELD, MASS.**
(Charter Member A. A. A. A., Member A. B. C., Stockholder National Outdoor Bureau)

Telling It to the Boy Scouts

They Got What They Wanted!

These Utah Scouts had no facilities for swimming—and they wanted to swim. Well — the photo shows that they got what they wanted. They constructed a pool with the aid of stretched canvas.

There are many thousands of the 550,000 Boy Scouts reached by Boys' Life who have the same spirit. They always get what they want. It's up to you to make them want your product. Boys' Life will be glad to tell you how it can help.

BOYS' LIFE
THE BOY SCOUTS' MAGAZINE

200 Fifth Ave. New York, N. Y. | Union Bank Bldg. Los Angeles, Cal. | 37 So. Wabash Ave. Chicago, Ill.

Envelopes

PLAIN, PRINTED OR LITHOGRAPHED
FOR EVERY PURPOSE
Send for Samples—Prices that are Interesting
HESSE ENVELOPE AND LITHO. CO.
4161 North Kingshighway ST. LOUIS

BOOT AND SHOE RECORDER
BOSTON
"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 13,423 copies weekly. (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

VICTOR Portable STEREOPTICON
has established the world wide standard of Projection Excellence
ADVERTISING SLIDES MADE-TO-ORDER.
Victor Animatograph Co. 315 Victor Bldg., Davenport, Iowa.
WRITE FOR COMPLETE INFORMATION

Letter Writer from Consular Days

[CONTINUED FROM PAGE 26]

that a consul is a superman who knows everything without being told and is able to work miracles for any compatriot who takes the trouble to demand his assistance. It is true that many consuls are surprisingly wise, and that they can often do things which seem miraculous to the uninformed—a large class. But it is to be hoped that some good results may come of Mr. De Young's remonstrance; his complaint is clearly just."

I RECALL a man from Sandusky, Ohio, who had written to the consulate at Amsterdam, embodying a pretty good sized order. He was the maker of a new kind of fly-paper, and wanted to introduce it into the Netherlands. Along with the letter asking for information on the prevalence of flies there, the size of their ticklers, the habits of the local species, and other technical stuff dating back to the origin of the first bug in Holland, he inclosed a lot of circular matter for our use, extolling the death-dealing virtues of the "Bull's Blood" which was concocted into a sticky mixture of his fly-paper. But the whole business had been jammed hastily into an envelope and posted to us with a two-cent stamp. Being over-weight, even for domestic purposes, we were obliged to pay double the shortage for the foreign rate—12 cents for the privilege of opening that epistle.

After I had consulted with the authorities of Holland on the fly problem, I sent him a lengthy reply, at the same time calling his attention to his short-paid letter, and suggesting that while we as representatives of such a great government as the United States could overlook such a small matter it might be harmful to his interests if short-paid mail were addressed to the prospects for his fly-paper, a long list of whom were also inclosed.

In due course of time we got a very courteous reply from this gentleman, thanking us for the information we had supplied, and inclosing the postage we had paid out on his former communication. But the envelope in which all this came was again short of the foreign rate of postage. And what was still worse, this man sent letters and circulars to all of those Hollanders whose names we gave him as interested in the purchase of fly-paper, all with two-cent stamps instead of the five cents necessary.

That is a general recollection I have of letters which came to the consulates I was attached to in Holland and Brazil. As a rule, such mistakes are the work of beginners in export trade, although they are sometimes made by houses of some experience. Yet that is a fault which would rarely show in European exporters. The reason is not far to seek. There are too many "Jacks-of-

Announcing

a new rate for advertising in

COLUMBIA

Effective with the issue of January, 1926, there will be a reduction in COLUMBIA'S advertising rate.

This rate reduction is made possible by economies which have been effected by manufacturing COLUMBIA in our own completely equipped publishing plant at Home Office, New Haven, Conn.

By enabling advertisers to participate in our manufacturing economies, we have established COLUMBIA more than ever as one of the greatest of values among national advertising media.

COLUMBIA'S monthly average circulation for the year ended June 30th, 1925, was 757,540, (A.B.C.). An increase in circulation is anticipated for the year 1926.

New rate card issued September 10th, 1925

COLUMBIA

The Largest Catholic Magazine in the World

A National Monthly, Published, Printed and Circulated by the Knights of Columbus

Member of the Audit Bureau of Circulations

D. J. GILLESPIE, Adv. Director,
25 West 43rd Street
New York City

J. F. JENKINS, Western Manager
134 So. LaSalle Street
Chicago, Illinois

The Ten Main Factors in Campaign Illustration

—and how to handle them

1. The creating of an exclusive physical atmosphere.
2. An art technique which shall assist in differentiating the campaign.
3. Possibilities of accumulative interests, due to serialization of theme.
4. Analysis of the popular vogues, fads and fancies of the public.
5. If possible, the advancing of a single selling argument.
6. An eye to pictorial competition, particularly in newspaper space.
7. Meeting the picturized campaigns of competitors.
8. Careful study of seasonal influence.
9. Perfect correlation between text and illustration.
10. Some indication that the advertising illustrations are in harmony with future aims of sales department.

These factors are thoroughly covered in

ILLUSTRATION IN ADVERTISING

By W. Livingston Larned
Vice-President and Art Director in Chief of the Ethridge Company
321 pages, 6 x 9, 212 illustrations, $4 net, postpaid

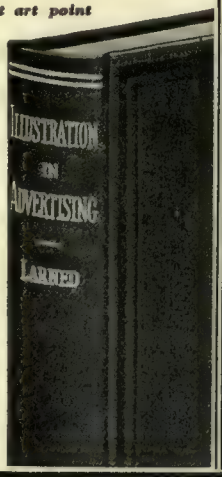
This book is a fact-packed explanation on the use of art in advertising. It discusses principles, methods, technique, advantages and disadvantages and psychology of practically every illustrative treatment for practically every advertising requirement.

Every important illustrative method is covered. All usual, and many unusual, advertising requirements are considered.

Advertising managers, artists, copy-writers, service executives, commercial photographers, production managers—every one interested in good advertising display and illustration—read Mr. Larned's masterly covering of the entire subject.

Covers every important art point

Atmosphere
Action
Serialization
Borders and Mortises
Using White Space
Outline Technique
Human Interest
Woodcut Technique
Perspective
Pencil, Crayon and Drybrush
Mechanical Shading Methods
Photographic Illustrations
Pen Drawings
Humor, History Heroics
Use of Black Areas
And hundreds of others



SEE IT FREE

Every one of the thirty-seven chapters has a thought—a suggestion—an idea—for you. Every one is well worth reading and referring to again and again. We shall be glad to send your copy for 10 days' free examination to your home or your office.

FREE EXAMINATION COUPON

McGRAW-HILL BOOK CO., Inc.
370 Seventh Ave., New York

Send me for 10 days' free examination Larned's ILLUSTRATION IN ADVERTISING, $4.00.

I agree to remit for the book or to return it, postpaid, within ten days of receipt.

Name .....
Address .....
Position .....
Company .....

A. F. 9-9-25

all-trades" in the United States, and too many who go off half-cocked. In other words, there are too many abortive attempts at foreign trade in this country, whereas the foreigner makes more thorough preparation beforehand—at least enough to learn the elemental forms, correct correspondence methods and the proper rate of postage. Such slip-shod methods are practically unheard of except among Americans.

But there is still more to say about export letter-writers. Too many of them are careless about addressing their correspondence, ignorant about geography, and, furthermore, use inferior quality of envelopes which do not hold up until the journey's end.

A letter which arrives at its destination in good condition makes the person who gets it feel that the sender knows his business. A heavy stock of paper is not generally used for export correspondence, although good quality is preferred.

The body of these letters, as Kipling would say, is another story almost as long as the one of the locusts which carried one grain of corn after another until the king grew weary of the tale and gave his daughter to the teller of the yarn to make him shut up. They were long and short, lean and fat, horny-handed and pudgy. They would salute us as "Dear Sir," "To the Right Honorable Consul," "To the Council of the United States," "To the American Council, at the Capitol Building," or in any other way to get the thing started, without showing any pains to look up the rules on what a consul's designation really is, or actually how to spell his name. At least a third of those who addressed us, spelled the word "consul" as "council." If such carelessness and ignorance are displayed in addressing their own representatives abroad, what must we conclude when they set out to write to their prospects? Indeed, I have to conclude nothing. I know how they do it. Both in the address on the envelope and in the letter inside, words are thus misused or misspelled frequently, while there is little or no attention paid to the proper designation or salutation.

THIS, of course, is no indictment of experienced exporters who know how. It refers to those who don't, yet bushwhack away, getting their experience of the other fellow and at the price of our national exporting reputation.

The big figures we use here at home often sound too amazing to be credited by people abroad. It is, therefore, sometimes best to leave the "millions" and the "billions" out of our correspondence. Write in more modest sums, lest our language appear to be too boastful and offend our foreign neighbors. Those of us who have lived abroad a great deal have observed the foreigners' reactions to many of our typical Americanisms. There is a tendency among people of other nationalities to discount many of our claims. Thus these letters which as we say "make the eagle scream," kick back on

CHATTANOOGA

Logical Southern Business Base

Chattanooga, Tenn., Sept. 9.—Business executives planning new or enlarged developments in the southern territory are urged to closely investigate the numerous advantages of Chattanooga as a location for sales offices, warehouses, assembly plants and factories. Information regarding the opportunities offered in "The Dynamo of Dixie" to any particular line of business or industry will be gladly furnished on request.

CHATTANOOGA

"THE DYNAMO OF DIXIE"

A glance at the map shows Chattanooga's strategic location in the midst of the fourteen Southern States—a great market that can be best sold and serviced from Chattanooga.

Address Chattanooga Clearing House Association, 890 James Building, Chattanooga, Tennessee.

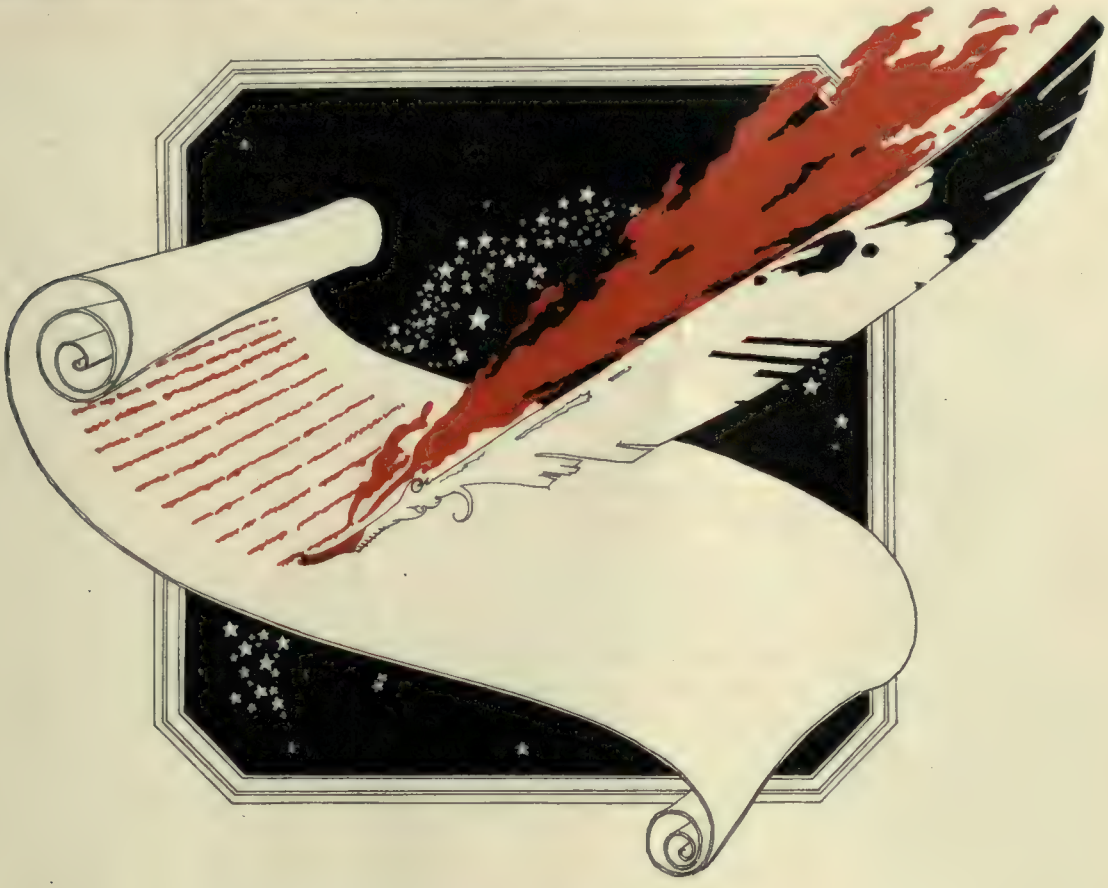
Your Consumer Campaign with Trade Publicity

for Sample Copies address:

KNIT GOODS PUBLISHING CORP.
93 Worth Street New York City

KEEP YOUR COPIES!

At the conclusion of each volume an index will be published and mailed to you.



How to Write Copy for the Fortnightly

(*An Advertisement to Publishers*)

THERE is only one reason why a publisher should use the pages of Advertising and Selling Fortnightly—to influence those of its readers (and that's a large number) who control or influence the buying of publication advertising space.

Our subscription files will easily prove that the Fortnightly's pages can present you to that audience—and one friendly to Fortnightly advertisers.

But having presented you, the Fortnightly would whisper a word about copy. There are two ways to find out how to write copy for the Fortnightly.

First: read the articles appearing in every issue. Note their frankness, their solidity, their freedom from unsupported claims—"applesauce!"

Second: read some of the letters we are receiving every day. They show in unmistakable terms the way in which our readers appreciate "the vigor and freshness of its articles," "its fresh and original viewpoint."

The Fortnightly's is a "live," alert, truth-seeking, tradition-defying and responsive audience.

Write copy that has fire in it!

Advertising & Selling FORTNIGHTLY

APPLIANCES purchased through gas companies have a total value of approximately $45,000,000. This indicates the tremendous influence of the gas company in the merchandising of gas appliances. The important men in every gas company read Gas Age-Record. It covers the industry 99.47%. Perhaps your product can be adapted to this rapidly growing field. Why not write us?

Gas Age-Record
9 East 38th Street,
New York
A. B. C. A. B. P.

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

Gas Age-Record
"The Spokesman of the Gas Industry"

the writer with the wallop of a Missouri mule.

It seems like a strange anomaly that a country which has developed such a high art of advertising and letter writing sales skill as we have should be accused of such barbarities in its international correspondence. But, like murder, the truth will out, and as we learn from the old saw, truth is more strange than fiction. Which may account for the large bulk of poorly devised sales letters sent abroad, and the slip-shod method of equipping them for their ambassadorial journeys. But, as I said before, my impressions of American export letter writers were made a decade ago. Consuls have been repeating all the charges which I made against the offenders all these years. Trade commissioners have joined the chorus. Export clubs and advertising agents which specialize in overseas publicity have added their might to the reform movement. Undoubtedly, there has been improvement. Yet, like the road to Tipperary, there is still a long, long way to go.

Onyx Hosiery, Inc.

Announces the resignations of J. H. Emery, president; George E. Beers, vice-president, and E. W. Emery, vice-president and secretary. Paul Guenther, formerly vice-president and treasurer, assumes the presidency and retains the office of treasurer. The board of directors is composed of Paul Guenther, Ralph A. Day, George J. Healey, Vandivere B. Moler, Arthur T. Paquette and Edwin W. Parsil. The New York headquarters personnel, with the exception of the change of officers, will remain as before.

Edward D. Gibbs

Advertising director of the National Cash Register Company, Dayton, Ohio, has been appointed chairman of the Speakers Bureau Committee of the Associated Advertising Clubs of the World.

Arthur F. Conant

Formerly associate director of the Alexander Hamilton Institute, New York, has been appointed assistant advertising manager of *Success*, New York.

Rogers Peet Company

New York, has purchased the entire capital stock of Macullar Parker Company, Boston. The business will be operated hereafter under the Rogers Peet name.

H. R. Carlisle

Formerly associated with the advertising department of Atwater Kent Manufacturing Company, Philadelphia, has been appointed advertising manager of the Welsbach Company, Gloucester, N. J.

Frank A. Eaton

Formerly Sunday rotogravure and daily picture editor of the *New York Herald*, has been appointed manager of the news picture division of Underwood & Underwood, Inc., New York.

By J. B. Lippincott Company, Philadelphia.—"How To Write Advertising," by Howard Allen Barton. A study of the problems that must be solved in the construction of advertising as it is written today. Outlines the subject from the consideration of the product to be sold to the production of the finished advertisement. A detailed discussion of the technique of presentation and an exhaustive survey of the methods of construction needed in the preparation of advertising copy. Price $2.50.

By Department of Commerce, Washington, D. C.—"Commercial Survey of the Philadelphia Marketing Area," by J. Frederic Dewhurst. A survey of the Philadelphia Marketing Area covering market practices and methods, purchasing power and inclination, and other data of essential nature for judgment of the worth of sectional markets. Contains complete statistical summary. Price $.20.

By H. S. Rich, Chicago.—"The Beverage Blue Book." A consideration of various subjects related to the beverage industry. Contains a complete index of manufacturers and dealers who supply bottlers with their requirements and a directory of the bottlers of carbonated sodas in the United States and Canada. Also includes lists of cereal beverage manufacturers, trade associations, etc.

By The Davis Press, Inc., Worcester, Mass.—"Symbolism For Artists," by Henry Turner Bailey of the Cleveland School of Fine Arts, and Mrs. Ethel Pool of the Trinity Cathedral, Cleveland. Represents a collection of notes made along this line by Mr. Bailey during a lifetime of work in the field of art. Is of especial interest to printers, commercial artists and advertising copy writers interested in the designing of symbolic trademarks or decorations. Price $5.

By A. W. Shaw Company, Chicago.—"Problems in Sales Management," by Harry R. Tosdal, Ph.D. A new revised edition, presenting problems drawn for the most part from situations that have actually occurred. Aims to provide material for a study course for advertising managers and sales executives, and adopts case method of instruction used in law courses. 854 pages. Price, $5.

By Bureau of Advertising, American Newspaper Publishers Association, New York.—"Space Rates and Circulations." Contains a short review of changes in rates and circulation in the magazine and newspaper fields during the past year. Compiled tables by states, provinces and territorial market groups showing costs, distribution and advertising rates in newspapers and in the various types of magazines.

IDEAS WANTED. Manufacturer with sheet metal stamping, also wood working factory, wants new things to make, particularly something with springtime appeal, such as advertising novelties, etc. Box 209, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

A salesman to sell space to artists. A man who can approach illustrators; a salesman of unusual courtesy, and faultless approach, plus a knowledge of advertising fundamentals. To the man who can qualify an opportunity will be offered paying a substantial salary and the privilege of building a future for himself on the inside of the organization. Address inquiries to Box 228, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

ADVERTISING MANAGER
Forceful copywriter, experienced in all mechanical phases of advertising, seeks position with firm using publication and direct mail. Box 263, Adv. and Selling Fort., 9 East 38th St., New York City.

A manufacturer with ample resources and world-wide distribution of its products will purchase outright or manufacture and sell on a royalty basis any desirable articles requiring wood-working, metal stamping or foundry facilities. Especially interested in articles for distribution to the Implement, Hardware and Toy trade. Address Box No. 185, care Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

THE little black book in which we check classified returns proves that The Market Place pulls.

It can be put to hundreds of uses. Help wanted, positions wanted, and business opportunities, of course.

But, thru it one manufacturer found a new product to make. Others have done similarly unusual things.

Try The Market Place and you will find it well worth the 36 cents a line it costs. Forms close Saturday noon before date of issue.

THE MARKET PLACE
Advertising and Selling Fortnightly
9 East 38th Street New York

Sweetland's Column

In which will be told stories of direct-mail campaigns he has created.

Selling Yachts by Mail

A recent mail-campaign in which yachts were actually sold by mail proves the theory that anything that can be sold, can be sold by mail.

Henry J. Gielow, Inc., naval architects and engineers, had a yacht, valued at $100,000 which they wanted to dispose of quickly. A mailing campaign, consisting of but one piece was mailed to a list of 632 names of wealthy individuals. Fifty-two replies were received. The yacht in question was sold within 9 days from the date of mailing and 19 prospects were developed for specially designed yachts. It is estimated that at least a half million dollars worth of business will result from this campaign which in its entirety cost but $735.00.

Upon the heels of this triumph came a $75,000 house boat from the same company, also looking for a buyer. This time a list of 1800 names were used, and with but one mailing piece, 298 replies were received. The boat was sold within 6 days from the date of mailing and 26 live prospects were developed for other boats. This campaign cost but $660.00.

We have a few specimens of these mailing pieces on hand which we will gladly mail to those interested.

SWEETLAND ADVERTISING
INCORPORATED
DIRECT MAIL CAMPAIGNS
25 WEST 43RD ST.
NEW YORK

Hares and Tortoises of Advertising

[CONTINUED FROM PAGE 27]

times during the month. Thus an advertisement may have several chances to attract attention. Possibly at no time during its life does the entire issue enjoy the intensity of interest which the newspaper enjoys during its brief dramatic existence, but it works longer and on the average is read by more persons per copy.

A magazine also has an "after life" in the sense that it may be preserved and referred to two, three or four months after it first appears. Character of editorial content largely determines the extent of this "after life." For example, a news weekly is current in interest. It attracts unusual attention during the week of issue and becomes practically obsolete with the appearance of the next number. A fiction weekly has no current character. It is virtually a book of stories, new, no matter how old, to anyone who has not read them.

It was with the purpose of determining the varying "life" of several different classes of media that I made recently a study of the rate of response to keyed advertising run in their pages.

The accompanying chart shows the result of this study. It affords several interesting observations.

Note that the Sunday newspaper, which delivers as a rule half of all its inquiries by Wednesday, was more than 80 per cent through in ten days.

During the first ten days the general weeklies produced 44 per cent of their total inquiries, while the fiction weeklies turned in but 23 per cent. During the first ten days the general weeklies were working twice as fast as the fiction weeklies. But at the end of three months the fiction weeklies were still industriously delivering inquiries and had practically fallen into step with the fiction monthlies. The general and fiction monthlies, however, produced inquiries at approximately the same rate.

An interesting point is the apparent difference in speed of return between the women's magazines and the general monthly publications. The former seem to get more prompt attention from their readers, and women seem to go through their favorite magazine with greater immediate interest and to act more quickly in response to the advertising. At least the women's magazines, even though appearing monthly, produce nearly one-fifth of their inquiries in the first ten days and approximately two-thirds of their inquiry volume within thirty days. Quite possibly this intense early interest arises from the fact that nearly all the leading women's magazines are devoted in part to fashion, thus introducing a news element that demands—and gets—swift attention.

On the other hand, the accompanying table includes figures on the fashion quarterlies which indicate that they have an unusually long "life." One month after publication they have "just begun to pull," having produced exactly one-sixth of the inquiries that eventually come under the wire. A retarding element here is the fact that they get their distribution more slowly than the monthly women's magazines. They are sold only through stores and news dealers. Apparently their sale is distributed fairly slowly over a month or two. They produce two-thirds of their returns during the second and third months after publication, and 20 per cent of their results more than three months after they appear.

It should be kept in mind that the manner of distribution is bound to have some bearing on the promptness of response. Just as a mailing under first-class postage will bring a quicker return than one under third-class, so a magazine whose circulation is largely by subscription will bring in returns somewhat more rapidly than one selling chiefly over the stands. This is simply because it reaches more of its readers on its publication date.

Now for the word of caution which must qualify every analysis of this kind.

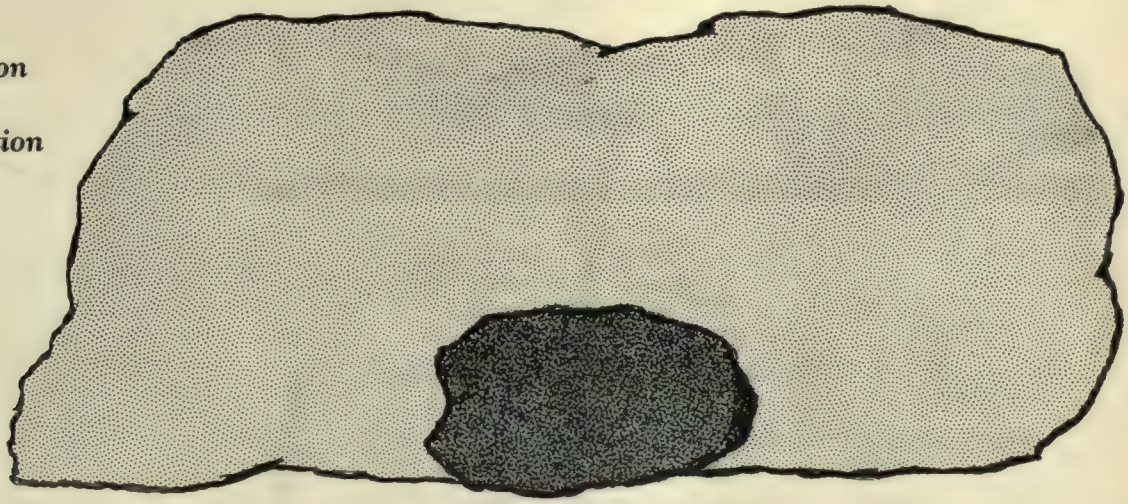
The percentages in the accompanying table have to do only with the *length* of the period over which each type of medium produces, and with the *rate* of return during that period. These figures have absolutely no bearing on the relative value of the different classes of periodicals as advertising media.

One class of publication might deliver its inquiries twice as *fast* as another and yet not produce half as *many*. Once again, on the other hand, a slow puller might not produce in a year as many inquiries as a weekly would produce in ten days. You see, sometimes the hare wins and sometimes the tortoise.

Furthermore, these figures might not work out in the same way for another advertiser. They were compiled from extensive use of all of these types of media over a long period by the International Correspondence Schools and the Woman's Institute. They might perform very differently for another advertiser, yet I believe that relatively they would run fairly true to this form.

After all the importance of such figures lies in their value in helping you

Ore Production
vs.
Metal Production



This little piece goes to market; the great big chunk stays home

More than 90 percent of the ore that is mined constitutes waste which is thrown away.

For every carload of metal sent to market nine carloads of useless ore are mined and handled and treated. At many copper mines as little as 25 pounds of copper are recovered from a single ton of ore.

Not only must ore be handled many times in the mine but it must be rehandled in the milling, the smelting and the refining operations before the last ounce of marketable metal is extracted.

With a continually growing metal market tempting them on one hand, mining men are confronted on the other hand with the problem of a decreasing metal yield. The percentage of metal is gradually shrinking, making it necessary to mine and treat an increasing amount of ore to extract a given amount of metal.

Until nature adjusts the ratio of yield, ore must be mined and handled and treated at a lower cost per ton. At best mining is a costly undertaking, demanding each year an investment in equipment and machinery that totals 20 percent of the value of products that are mined.

Tremendous expenditures for electrification and higher capacity machinery and more efficient equipment are already under way to solve this growing problem of the industry.

Machinery and equipment manufacturers are invited to study the unusual sales possibilities in this industry as related in detail in a new survey made by

ENGINEERING AND MINING JOURNAL-PRESS

A. B. C. A. B. P.

Tenth Avenue at 36th Street, New York, N. Y.

a McGraw-Hill publication

Like a Tidal Wave

Prosperity is sweeping along the Mississippi Coast. Property values are increasing rapidly; almost daily, new projects and developments are announced. Millions of dollars are being spent on new hotels, homes, roads and other improvements.

The sixty-five mile strip of coast between Waveland and Pascagoula is fast becoming the real "Riviera of America."

Here is a lucrative field for National Advertisers. The buying power of the homes along the Mississippi Coast is greater than the average. The Daily Herald goes into 90% of these homes.

THE DAILY HERALD

GULFPORT MISSISSIPPI BILOXI

Geo. W. Wilkes' Sons, Publishers

Advertising *Typographers*

CLOISTER Bold Italic or Cooper Black for the head? A technical question in typography, the solution of which decides whether or not your advertisement is effective. Pittsford knows.

Ben C. Pittsford Company
431 South Dearborn St.
Phone Harrison 7131

Worth Reading Monthly
The POSTER
307 So. Green St.
Chicago
30¢ a copy $3 yearly

This Letter Sold $63,393 in 10 Days!

LET POSTAGE MAGAZINE tell you how to increase your sales and decrease your selling costs with Direct Mail, back up your salesmen and sell small towns without salesmen.

With one letter a merchant sold $63,393.00 in 10 days; another sold $22,896.20 in 30 days.

Send 25c today for latest issue of POSTAGE and copies of these two letters. Tells how to write result getting letters, folders, booklets, house magazines. $2 a year for 12 numbers full of selling ideas.

Postage Magazine

Dept. A-1—18 East 18th Street, New York

MOVING?

Be sure to send both your old and your new address one week before date of issue with which the change is to take effect.

to forecast, as soon as possible after the appearance of an advertisement, what it will eventually produce. So should you by chance have three advertisements appear on the same day, one in a weekly news review, one in a fiction monthly, and one in a quarterly magazine, remember that at the end of a week, one will be an old man tottering to his grave, one will be in the full vigor of youth and one will be but a babe in its swaddling clothes.

Some media will work swiftly, intensely; others will work for you steadily, methodically; others leisurely through a long deliberate life.

So, in making up that list you are in exactly the same position as you were back there as a boy on the farm when you were charged with the responsibility of taking a fresh batch of kittens down to the creek. Your general objective was to restrict the increase in feline population, your means to that end was extinction by submersion of certain kittens out of that batch. And your all important vital immediate problem was to know which was which!

Atmosphere in the Foreign Office

THE foreign office of an American firm is one of the most effective means of bringing American office equipment and methods to the attention of visitors, states a writer in a recent issue of *Commerce Reports*. The keen interest of other nationals in the way Americans equip and conduct their foreign offices is proverbial. It pays, therefore, to maintain a distinctly American atmosphere in your branch office abroad.

One becomes convinced of this in noting the observations of a foreign visitor in any American branch office in central Europe, for instance. Not one thing is missed, from file cases to swivel chairs. It is more than probable that the visitor is equally anxious to learn just how business is done inside that office. If, then, your visitor enters an office decorated with the usual foreign furniture, pictures of local interest, and containing no aspect of an American branch doing business in an American way, a valuable advertisement for American office equipment is lost. Your firm may not be in the office equipment line, and it may not be particularly interested in outfitting the foreign branch office with American products, but it will unquestionably add to the prestige and attractiveness of your office if it conveys to your visitors that here is a vital place of American business operating abroad with the satisfactory materials that we use "back home."

Miss Margaret Tuttle

Formerly manager of the Condé Nast Educational Bureau, is now associated with William T. Mullally, Inc., New York advertising agency, in charge of a department dealing exclusively with schools and camps.

"Yes—but my business is different"

The club car was almost empty, so that it was natural that the two business men should fall into conversation, particularly as they were in allied industries.

Mr. Whipple (you know Whipple of the National Products Corporation, don't you?) happened to mention office equipment.

"We put our letterhead on Crane's Bond a couple of years ago. A wonderful sheet. We call it selling expense instead of charging it to the office upkeep."

Whipple shifted his cigar to the other side.

"It really is, you know," he declared, with a sidelong glance.

"Yes," said the other (a fellow by the name of Burnham), "but my business is different. We have only one end in view—economy. It is the order that counts. I agree with you that fine stationery characterizes the house with which one is doing business—"

"Right," said Whipple, jumping in, "and that's just what *your* customers say, too. Of course, it's the order that counts. All your advertising and selling and good will and fine offices and other assets, tangible and intangible, come down finally to orders. It's the same in our line—in all lines. Get that my-business-is-different stuff out of your system right now. And you might ask the man who does your letterheads about an estimate on Crane's Bond."

Then the conductor called "Indianapolis" and Whipple went out to collect his baggage. Burnham was uncomfortable. Suppose Whipple was right—

More and more business men are coming to realize that the casual impression a business makes on the outside world has a dollar-and-cents value. There are businesses whose standing is expressed by a wood pulp paper, or by a rag content paper—or by Crane's Bond, which is made of all new white rags by people who have been making fine paper for just a few months less than a century and a quarter.

CRANE & COMPANY, INC., DALTON, MASSACHUSETTS

a 3 day college course in "breaking into the dealer's window"

bring a friend along!

Extracts from experience on distribution and installation of sales displays.

Novel ideas and modern methods for wooing and winning the dealer's cooperation.

100 exhibits of masterpiece material.

The results of retailers—the progress of producers.

All organized, summarized, for YOU.

Speakers of national note. Entertainment of exceptional excellence. Of course you're coming.

And BRING ALONG A FRIEND!

2nd annual convention

WINDOW DISPLAY Advertising Association

Edgewater Beach Hotel - Chicago

October 6, 7, 8

Wire Your Reservations Now to C. E. Johnson, 119 W. Jackson Blvd., Chicago

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays
THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

National Miller
Established 1895
A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. paper in the field.
630 W. JACKSON BLVD., CHICAGO

CATCH THE EYE!
Liven your house organs, bulletins, folders, cards, etc., with eye-gripping cuts—get artwork at cost of plates alone. Send 10c *today* for *Selling Aid* plans for increasing sales, with Proof Portfolio of advertising cuts.
Selling Aid, 808 S. Wabash Ave., Chicago

A TAYLOR THERMOMETER ADVERTISES 24 HOURS EVERY DAY
Agents whose clients' products are in keeping with thermometer advertising recommend *Taylor* Outdoor or Indoor Advertising Thermometers. All year round publicity, because of universal human interest in temperature.
Write for catalog and quantity prices.
Taylor Brothers Company
ROCHESTER, N. Y. N-38
(Division of Taylor Instrument Companies)

Sales Ability in Unexpected Places

[CONTINUED FROM PAGE 42]

cessful with one firm, he will be equally successful with a competitor on a similar line of merchandise. Indeed, he rarely is. May I tell you a secret? With possibly a single exception we have never yet had a man who had previously sold paint make a success with us, and the result is that we now "roll our own." I do not mean this as in any sense a reflection on the men themselves, but most men who have had their training in sales work with one firm or who have spent years in the service of one company, find it difficult to adjust themselves to new policies, new methods, new lines, and a new personnel. In two instances, many years ago, I engaged salesmen because of their "standing and pull" with the trade and because of the business they claimed to control—but never again. I have yet to find the first salesman who can take his customers with him, notwithstanding that many honest, intelligent salesmen sincerely believe that they stand so well with their customers that the business is theirs personally instead of the firm's and can be switched from one firm to another as they may elect.

Again—and this is a very important point to keep in mind—the fact that a salesman was formerly connected with another firm in the same line of business for a term of years—even ten or a dozen—does not necessarily mean that he is all right. The very fact that he is out of a position after serving one firm so long should arouse your suspicions and make you doubly careful, because high class firms do not dismiss old employees without just cause and salesmen as a rule do not voluntarily leave concerns with whom they have been associated for years except to take better positions elsewhere. Instead, therefore, of accepting his term of service with the other firm as a guarantee of his ability and reliability, I should rather regard his leaving as warranting close investigation. The worst feature in a case of this kind is that even where dismissed for cause, as drinking, gambling or willful and repeated neglect of business the firm he was formerly with usually still think kindly of him and are anxious to help him, with the result that in answer to your inquiries about him they say all the good they can and as little of the bad as possible, hoping he has learned his lesson and will retrieve himself in the new place if given an opportunity.

Where and how, then, do I get salesmen? First of all, no matter how busy I may be or whether or not there is an opening, I give every man seeking a position a hearing. I endeavor to get a more or less complete line on his record. Then if I think he would fit into our organization I ask him to write me a letter referring to our interview

WESTVACO FOLDING ENAMEL

Exactness of reproduction is the artist's objective; a true reproduction of the artist's work is the mission of WESTVACO FOLDING ENAMEL That it fulfills its mission is proved by an ever growing popularity.

Design by HARVEY HOPKINS DUNN

See *reverse side* for list of WESTVACO DISTRIBUTORS

The Mill Price List

Distributors of
Westvaco Mill Brand Papers

The Chatfield & Woods Co.	20 W. Glenn Street, *Atlanta, Ga.*
The Arnold-Roberts Co.	*Augusta, Me.*
Bradley-Reese Co.	308 W. Pratt Street, *Baltimore, Md.*
Graham Paper Co.	1726 Avenue B, *Birmingham, Ala.*
The Arnold-Roberts Co.	180 Congress Street, *Boston, Mass.*
The Union Paper & Twine Co.,	559-561 E. Swan Street, *Buffalo, N. Y.*
Bradner Smith & Co.	333 S. Desplaines Street, *Chicago, Ill.*
West Virginia Pulp & Paper Co.	732 Sherman Street, *Chicago, Ill.*
The Chatfield & Woods Co.	3rd, Plum & Pearl Sts., *Cincinnati, O.*
The Union Paper & Twine Co.,	116-128 St. Clair Ave., N.W., *Cleveland, O.*
Graham Paper Co.	421 Lacy Street, *Dallas, Texas*
Carpenter Paper Co. of Iowa,	106-112 Seventh St. Viaduct, *Des Moines, Ia.*
The Union Paper & Twine Co.	551 E. Fort Street, *Detroit, Mich.*
Graham Paper Co.	201 Anthony Street, *El Paso, Texas*
Graham Paper Co.	*Houston, Texas*
Graham Paper Co.	6th & Broadway, *Kansas City, Mo.*
The E. A. Bouer Co.	175-185 Hanover Street, *Milwaukee, Wis.*
Graham Paper Co.,	607 Washington Avenue, South, *Minneapolis, Minn.*
Graham Paper Co.	222 Second Avenue, N., *Nashville, Tenn.*
The Arnold-Roberts Co.	511 Chapel Street, *New Haven, Conn.*
Graham Paper Co.,	S. Peters, Gravier & Fulton Streets, *New Orleans, La.*
Beekman Paper and Card Co., Inc.,	318 West 39th St., *New York, N. Y.*
West Virginia Pulp & Paper Co.,	200 Fifth Avenue, *New York, N. Y.*
Carpenter Paper Co.	9th & Harney Streets., *Omaha, Neb.*
Lindsay Bros., Inc.	419 S. Front Street, *Philadelphia, Pa.*
The Chatfield & Woods Co.,	2nd & Liberty Avenues, *Pittsburgh, Pa.*
The Arnold-Roberts Co.	86 Weybosset Street, *Providence, R. I.*
Richmond Paper Co., Inc.	201 Governor Street, *Richmond, Va.*
The Union Paper & Twine Co.	*Rochester, N. Y.*
Graham Paper Co.	1014 Spruce Street, *St. Louis, Mo.*
Graham Paper Co.	16 East 4th Street, *St. Paul, Minn.*
R. P. Andrews Paper Co.	704 1st Street, S. E., *Washington, D. C.*
R. P. Andrews Paper Co.	*York, Pa.*

Manufactured by
West Virginia Pulp & Paper Company

and giving me complete data regarding himself, listing every firm he has been with since leaving school, the position held, the territory covered and line handled, the name of the man under whose direction he worked, his reason for leaving, and his remuneration. Such letters are filed in what is known as the "live application file" and are taken up when we need a man. In this way we have a list of prospects on hand at all times. If the applicant, after an extended interview, does not impress me favorably I tell him that we have no openings—if that is the case—or that I do not think he has just the kind of ability we require.

Then, salesmen on the outside become acquainted with our men and conceive the idea that they would like to be associated with us. Our salesmen are recruited for the most part through these two channels.

There is one other source of supply. Young men who are taken into the office as office boys or in other capacities, and young college men who are employed as service salesmen or junior salesmen. These young fellows are carefully watched and trained, and eventually, if they qualify, are given an opportunity to try their wings as regular salesmen. In the employment of these young men as much care is exercised in determining their potential sales ability as in the case of regular salesmen. For instance, in the case of office boys, we will not engage them unless they are interested in sales work and are ambitious to become salesmen. We inquire closely as to the money they earned during their school days and vacation periods and, other things being equal, the preference is given boys who have had newspaper routes and sold the *Saturday Evening Post*, for this sort of work develops responsibility and in most cases indicates an aptitude for selling.

Maas & Sonneborn, Inc.

A new export selling organization, will be located in the Fisk Building, Broadway and Fifty-Seventh St., New York City, after Sept. 1, 1925. They will act as export sales managers for a limited number of non-competitive automotive accounts.

Business Publishers International Corporation

Has been recently established by McGraw-Hill Company, Inc., and the United Publishers Corporation to meet the demand for specialized business publications in the fields of overseas trade and industry. Three publications already in existence, *Ingenieria Internacional* (McGraw-Hill), *The American Automobile (Overseas Edition)* and *El Automovil Americano* (United Publishers Corporation), form the nucleus of the new company.

H. E. Warner

Until recently Western manager of *Keith's Magazine* and *Dental Items of Interest*, has resigned his position and will move to St. Petersburg, Fla.

The telephone door

More people enter our homes and offices by telephone than in person. Through the telephone door, traveling by wire, comes a stream of people from the outside world on social and business missions. Important agreements or appointments are made, yet the callers remain but a few seconds or minutes and with a "good-bye" are gone. We go out through our telephone doors constantly to ask or give information, buy or sell things, make personal calls and on dozens of other errands.

None of the relations of life is more dependent upon co-operation and mutual consideration than these daily millions of telephone journeys. It is the telephone company's part to furnish the means of calling and to place courteous and intelligent employees at the service of the public. Good service is then assured when there is a full measure of co-operation between users.

Only by mutual care and consideration can everyone enjoy the full pleasures and benefits of calling. Telephone courtesy is for the good of all who use the telephone door.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES
BELL SYSTEM
One Policy, One System, Universal Service

To Reach { Lumber Manufacturers, Woodworking Plants and Building Material Dealers use the
American Lumberman
A. B. C. Est. 1873 CHICAGO, ILL.

Copy and Layouts
Prepared for Advertisers Agencies and Publishers
$5
Astor Advertising Service
18 WEST 34TH STREET
PHONE PEN. SYLVANIA 0878

LUMBER is generally associated with building activity. Yet—, one of the larger users of lumber in the United States is the furniture manufacturer.

This industry is willing to pay good prices for the right kind of lumber. It not only uses Walnut, Mahogany, Oak, Maple, Birch, Gum and like woods in cabinet making—but it also consumes millions of feet of other woods for crating construction work and such items.

Advertisers in the *Furniture Manufacturer and Artisan* obtain noticeable results from their investment—enough so that they renew year after year. Sometimes they are not backward about saying nice things about this business paper.

What they say will interest you. Just ask us. We'll tell you.

The Furniture
Manufacturer & Artisan
GRAND RAPIDS, MICHIGAN
A. B. C. A. B. P.

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index, National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co., Inc.
R. W. Ferrel, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7966

The Verdict Would Be "Guilty"

[CONTINUED FROM PAGE 22]

regard to the movement of the goods by the retailer. The rapid turnover fever naturally carries with it a certain degree of necessity for hand-to-mouth buying, which, logically executed, is considered good business. But this immediate delivery, last minute buying, has been so murderously overdone that the entire market is upset. All semblance of stability has been extracted—but needless to say, not painlessly. It is now necessary for the stockhouses in the garment business to carry huge stocks of garments, perishable merchandise, in order to satisfy the whims of these department store buyers, who in turn are controlled in this connection by merchandise men. The wholesaler carries the entire burden. He is between the retailer on one hand and the mill on the other. He must purchase his piece-goods reasonably in advance because fabrics cannot be made up at a moment's notice. He must make the goods into garments to meet the daily wants of the retailer. His line is a speculation at best. It is difficult to prejudge the acceptance of any style or styles which the wholesaler may create. He can operate only on a general assumption that a certain style trend will be good for a season about to come. This might be remedied if the department stores, the buyers of merchandise in large quantities, would give the wholesalers three or four or five weeks in which to make up their orders, thus permitting the manufacturers to budget their purchases of raw materials on at least a monthly basis.

PRODUCTION could thereby be gaged with a greater degree of certainty, and there would be much less of the element of speculation in stocks of made up goods, and naturally a great deal less distress merchandise resulting from wrongly guessing what the retailer might want. As a consequence there would be much less waste and a reduction of overhead which would be passed on to the retailer and the consumer in the shape of lower prices. Someone has to pay for waste: usually it is the consumer.

The question of graft and bribery, referred to in your Count No. 5, is pertinent. It is a matter of grave consequence, a deterrent to decent business operation and a profit loss to those manufacturers who prefer to do business strictly upon the merit of their merchandise. It is an admitted fact in the garment manufacturing industry that wholesalers and their salesmen spend little time with their families, and that the time they would otherwise enjoy at home is usually given to some buyer or buyers at the lively restaurants and the theaters. Stories of downright graft can be picked up at random.

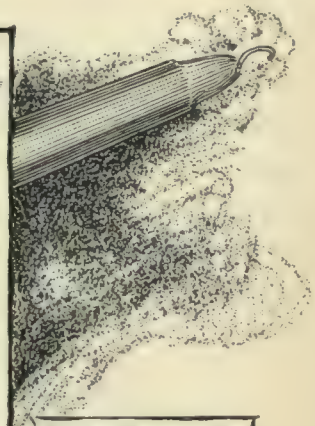
Gifts to influence business are handed out galore. In many cases the manufacturer is to blame for these practices, but in more instances it is a known fact that if the gifts are not forthcoming business will ebb from the "thoughtless" wholesaler and flow to the wholesaler with the more generous and liberal hand.

I WOULD like to mention in this expression from me that there is gradually seeping into the minds of the department store heads a serious consideration of some of the problems which you discussed in your article and which I have touched upon. Not only are they looking into the question of their relationship with the wholesalers with whom their stores are doing business, but they are looking within their own organizations for the germ which is actually stigmatizing them in the business world and actually deflecting business into other channels.

I had occasion in June to address a convention of the Texas Retail Dry Goods Association in San Antonio. The officers of the Texas association assigned to me the subject, "A Better Understanding of the Other Fellow's Problems," leading up to the development of a closer and more cooperative relationship between the retailer and the manufacturer based upon a knowledge of what the other has to contend with. The spirit of open-mindedness on the part of the Texas department store officials was a delight to perceive, and I am sure, from responses which I have had from all over the country from retailers and retail associations that the thought is being taken up by others in a serious way. There is a desire to cooperate.

When this has been accomplished, I am sure that the practices of many of the department store buyers will be subjected to a house-cleaning. I honestly feel that within the next five years changes will take place in department store operation which will make doing business with these concerns more desirable from every standpoint. I believe it is incumbent upon our wholesalers' and retailers' associations, our business papers, and our leading merchants, to show the way toward a higher ethical plane of business relationship which will permeate through the buying staffs of our big stores.

Cantine's
ASHOKAN
COATED PAPER



Mr. James Brennan, of the Will & Baumer Candle Co., and the Mason Printing Corporation, both of Syracuse, N. Y., were joint winners of the Martin Cantine Prize-Honor Contest for June. Note the remarkable detail in this reproduction. Printed on Cantine's Ashokan. $200.00 prizes awarded monthly. Enter samples of your next job on Cantine's papers.

THE cost of coated paper in any printed job is inconsequential in comparison to that of illustration, printing, labor and postage. For each dollar spent for quality in these elements you can get Cantine's Coated Paper for but a fraction of a cent more. Its effectiveness lends an added intrinsic value to every other dollar you spend. Put your next job on Cantine's Coated Papers.

Let us send you a sample book together with the name of a nearby jobber. Address The Martin Cantine Company, Saugerties, N. Y., Dept. 178. Manufacturers of fine coated papers exclusively since 1888.

Cantine's COATED PAPERS

CANFOLD SUPREME FOLDING AND PRINTING QUALITY | **ASHOKAN** NO. 1 ENAMEL BOOK | **ESOPUS** REGULAR NO. 2 ENAMEL BOOK | **VELVETONE** SEMI-DULL - Easy to Print | **LITHO C.1 S** COATED ONE SIDE

DOES a paper continue to carry more than double the paid linage of the next journal in its field unless it's a pretty good advertising medium? We are talking about Oral Hygiene for reaching dentists

Oral Hygiene
The Little Book Men Carry Along With Them

PITTSBURGH, PA.

CHICAGO: W. B. CONANT, Peoples Gas Bldg., Harrison 8448.
NEW YORK: STUART M. STANLEY, 53 Park Place, Barclay 8547.
ST. LOUIS: A. D. MCKINNEY, Syndicate Trust Bldg., Olive 43.
LOS ANGELES: E. G. LENZNER, 922 Chapman Bldg., Vandike 5238.

In
SOUTH BEND
It's the
NEWS-TIMES

Our local advertising rates are 10% higher than the second paper.

We lead in local advertising.

Member of A.B.C.

Represented by
Lorenzen & Thompson, Inc.
New York
Chicago San Francisco

In Sharper Focus

C. H. Stoddart

A MOST remarkable celebration will be held in Chicago September 21—the dinner to be given to C. H. Stoddart, marking the fiftieth anniversary of his entrance into the advertising profession.

Charles Henry Stoddart—better known to all the advertising profession as "C. H." or "Charlie"—was born in the Catskills at Delhi, N. Y., and went to New York City in 1873. In September, 1875, he became advertising representative of the *Sunday*

School Times and *Baptist Teacher*, two of the leading religious publications. After two or three years, he gave these up and took over the representation of some mail order papers, or, as they were then known, "chromo publications." Later he conducted an advertising agency in New York, placing the account of the Biglow & Main, publishers of the Moody and Sankey Gospel Hymns, and also the early advertising of Warner Brothers corsets.

In 1882, Mr. Stoddart became associated with Frank A. Munsey, at the inception of *The Argosy*. He has been with the Munsey Company continuously since, and has seen the advertising business develop from the stage when an advertising representative was looked upon with just as much favor as the peddler or beggar is today.

Mr. Stoddart has been prominent and active in all advertising organizations—the Advertising Council of the Association of Commerce, the A. A. C. of W., the National Advertising Golfer's Association, the Agate Club, the Atlas Club, and for twenty years vice-president of the Off-the-Street Club, the Chicago charity supported by the advertising interests.

Fifty years is a long time to look back upon, but Mr. Stoddard can do so with great pride and pleasure. He can view fifty years of accomplishments and firm friendships. At the halfway point—twenty-five years ago—his friends gave him a dinner at which there were 127 present. The dinner celebrating his "golden anniversary" will surpass anything of its kind in the history of the advertising business.

* * *

L. A. McQueen
By Himself

I WAS born in Wisconsin (which by the way does not mean that I am a red) and after finishing a four-year course in Agricultural Chemistry at the State University there, I entered the employ of the B. F. Goodrich Rubber Company as a "Better Letters Expert."

In 1922 I was made Advertising Manager and still hold down this position, which is ample proof that a course in chemistry qualifies one eminently for an advertising position.

You can see from the picture that my "orange grove" in Akron (laugh you sons of Sunkist) is my chief hobby. My five-year-old daughter is probably the most important thing in my life (providing Friend Wife doesn't read

this), and my greatest ambition is to be a wonderful orator like all the other advertising men I know.

My outstanding weakness is falling asleep during solicitations.

Nothing clever or original about me. I have done some writing on the subject of Better Letters, Advertising and the Relation of Intercommunicating Oscillographs to Mah Jong.

I am a Deacon in one of Akron's leading churches, play bridge for money and drink coffee.

The turning point in my life was on New Year's day of this year, when I resolved to stop asking for color pages at black and white rates.

WE TAKE PLEASURE IN ANNOUNCING THE ADDITION OF TODD BARTON TO THE EASTERN SALES STAFF OF ADVERTISING AND SELLING FORTNIGHTLY.

THE BOOK-CADILLAC HOTEL — DETROIT

Unlimited Luxury at Limited Cost

1200 Rooms with Bath $4 and up

475 Rooms at $4 and $5 Sample Rooms, $5 and $8

Guests of the Book-Cadillac pay no premium for the superlative comforts and service they enjoy at Detroit's finest hotel.
Exceptional facilities both in number of guest rooms and in the wide variety of restaurants allow an unusual combination of quality and low price.

Special Luncheon Served Daily in English Grill and Blue Room $1.25

Dinner De Luxe in Blue Room and English Grill $2
(Except Sunday)

Venetian Room à la Carte

The Book-Cadillac

HOTEL COMPANY · DETROIT

ROY CARRUTHERS, *President*

WASHINGTON BOULEVARD AT MICHIGAN AVENUE

Free Mailing Lists

Will help you increase sales
Send for FREE catalog giving counts and prices on thousands of classified names of your best prospective customers—National, State and Local—Individuals, Professions, Business Concerns.

99% Guaranteed by refund of 5¢ each

ROSS-Gould Co. 377 N. 10th St. St. Louis

PROVE IT! SHOW THE LETTER

If your salesman could show skeptical prospects the testimonial letters and orders received from satisfied customers, it would remove doubt and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use.
Write for samples and prices.

AJAX PHOTO PRINT CO., 31 W. Adams Street, Chicago

BOOKBINDING MAGAZINE

Reaches 5000 Binderies

18 W. 34TH ST. NEW YORK

IN VIENNA the Best Known
Advertising Representative
with several offices thruout the territory, is willing to take the general representation for daily and trade papers, etc., in German Austria.

Robert Wurz Wien VI, Barnabitengasse 4, DEUTSCH OESTERREICH

Addressed to the Newspaper Advertiser

OF great value to the writer, artist or user of newspaper advertising, and extremely interesting even to the advertising layman is the new volume issued by the Bureau of Advertising, entitled "The Progress of Newspaper Advertising." Inspired by the praise and general comment excited by their 1924 publication, "The Right Way to Use Newspaper Space," the bureau offers this latest contribution as a further chapter devoted to the improvement in appearance and effectiveness of the advertising sections of the daily papers.

Chapters deal with such imminent subjects as the applied effectiveness of different sizes and types of insertions, taste trends, simplicity and "printability," practical technique for portraits, the drawing of buildings, what travel advertising can teach the manufacturer, timeliness, etc. Each discussion is illustrated by actual advertisements which have appeared at one time or another, and an effort is made to point out the **wrong** method of procedure as well as the right. Thus, while we are treated to the usual number of shining examples (all very well chosen, by the way), we are also given something with which to contrast them.

Of particular interest are the chapters on "printability" and practical portrait technique, two subjects which are all too frequently neglected or taken for granted if we are to judge by examples which come to hand almost every day of the year. These chapters may be said to typify the principle of the whole volume: Simple application of good sense to the problems of what gives promise of becoming in time something of an art in itself.

It's a Gift!

Certainly, anyone can buy fine ginger and pure sugar and sparkling crystals of fruit juices. ¶ And there's quite a lot of good, pure water in the world that doesn't belong to us. *Anyone* can get that, too! ¶ But let this thought sink in: *Nobody* can put these things together in the Clicquot Club way—*nobody but Clicquot Club.* It's an art, for the full-pint bottles of Clicquot Club Ginger Ale (Regular or Pale Dry) contain a priceless ingredient that can't be bought—*forty years of knowing how to make good drinks.* ¶ Regular Clicquot Club is full of zest and vigor. Pale Dry Clicquot Club is extremely mild and subtle. ¶ Believe us—*it's a gift!* The Clicquot Club Company, Millis, Massachusetts, U. S. A.

A group of textile men

Who Are the Best Judges of an Industrial Paper?

WHAT publication is the best advertising medium in any particular industrial field? Who are the best judges?

Are the—

Executives in the Industry?

Some claim they are. These men know the industry and its needs. They also know what periodical is best meeting these needs.

Or should the credit be given to the—

Advertisers to the Industry?

Certainly it must be admitted that the men who advertise to the executives of an industry are in a strategic position to pass judgment on the relative worth of the periodicals serving that industry. They have had an opportunity to test RESULTS.

Regardless of which group has the stronger claim it cannot be denied that the very best judges are those who are in both groups—those who are both executives *in* the industry and advertisers *to* the industry.

This rare combination exists in the textile industry. Spinners of cotton yarn own and control huge mills. They sell their product to Weavers and Knitters who own and control other huge mills. The spinners use advertising. Where do they place it?

Cotton yarn mills operating 6,201,674 spindles, or 62% of the total number of all sale cotton yarn spindles in the country advertise in Textile World either directly or through their sales agents. Woolen, worsted and silk yarn mills also use its advertising pages in about the same proportion. The majority of those not advertising have their entire product regularly contracted for by a few large customers.

The overwhelming choice of the yarn manufacturers in the selection of Textile World (in which they use twice the number of pages that they use in the next four papers combined) is expert testimony from the most competent judges.

Additional facts about the textile industry and Textile World are given in "How to Sell Textile Mills." If you haven't already received a copy, you are welcome to one.

Textile World

Largest net paid circulation in the textile field

Audit Bureau of Circulations — Associated Business Papers, Inc.

BRAGDON, LORD & NAGLE CO.
334 FOURTH AVENUE NEW YORK CITY

"There is much talk," said the architect, "among the architectural journals as to which is the *best.*" Amid a chaos of claims, however, I notice one solid incontrovertible FACT—The Architectural Record has by far the largest number of architect subscribers. Rather significant, don't you think?

Ask us for the latest statistics on building activity—and for data on the circulation and service of The Architectural Record.

(Net Paid 6 months ending June, 1925—11660)

***The* ARCHITECTURAL RECORD**
119 West Fortieth Street, New York, N. Y.
Member A. B. C. Member A. B. P., Inc.

"No man's judgment is better than his information, and no manager is entitled to exercise his judgment—affecting as it does, the interest of his entire organization, until he has before him the facts necessary before proceeding toward the planning and execution of the program for which he is responsible."
—Fowler Manning, Director of Sales, The Hoover Company.

The Famous Bourse Fact-Getting Organization

After 17 years of experience The Business Bourse is America's leading business fact-finding machinery and service, headed by J. George Frederick. Note these superb facilities:

—220 local, resident investigators, from coast to coast, to get questionnaire answers from dealers, jobbers, housewives, auto owners; at low cost per questionnaire. (Write for samples and prices.)
—389 industries now covered; 60 to 150 typewritten page up-to-date reports available at $150.00 each; detailed fact and figure on merchandising situation.
—120 special researches available at low cost, on general merchandising problems, such as price maintenance, house-to-house selling method, selling direct to retailers, sales finance, etc.
—superb facilities for confidential, individual researches, and counsel by J. George Frederick, for 20 years one of the country's best known merchandising and sales specialists.
—the largest business data files available today.

The Business Bourse
15 West 37th Street, New York City

Foreign Language Campaigns

[CONTINUED FROM PAGE 36]

Mrs. Cohen will refuse a box of Babbitt's Cleanser unless it has a "Kosher" label. It certainly requires an elastic imagination to see what can be Kosher or Unkosher about a scouring powder!

Mrs. Konta, an ardent believer in Communism, just dotes on red pepper, the favorite condiment of her native land. But woe unto the grocer who attempts to sell her this spice packed in a box bearing the Royal Hungarian Coat of Arms.

It is a pity that so many advertisers who are successful in the English language newspapers suddenly seem to become bereft of all ordinary business judgment when they enter the uncharted sea of foreign language field. When you consider that there are sections on the East Side of New York containing 327,000 souls to the square mile, and that the population per mile for the United States as a whole is only 35 per square mile, there is a market here worth cultivating. If the remainder of the city should be as densely populated as this East Side district, New York would contain almost as many persons as there are in the United States. The World Almanac shows that only 2 per cent of the residents of this district are native born of native parents. Talk about going overseas to conquer alien trade! Here is a market, right under our nose, that is entirely out of proportion to accepted and prevailing ideas, and is just as much of a prize worthy of capture as any faraway market across the ocean to which only distance lends enchantment.

John P. Ahrens, Jr.

For the past two years with the Western office of the *Cosmopolitan Magazine* and prior to that time Western manager of *The American Boy*, has been appointed Western advertising manager of *The American Legion Weekly* with headquarters in Chicago.

Lawrence-Emerson Agency

Is the new name of L. D. Cram and associates, Muskegon, Mich., advertising agency, which has been taken over by Lawrence Dornbos and Emerson Bouwens.

Calkins & Holden, Inc.

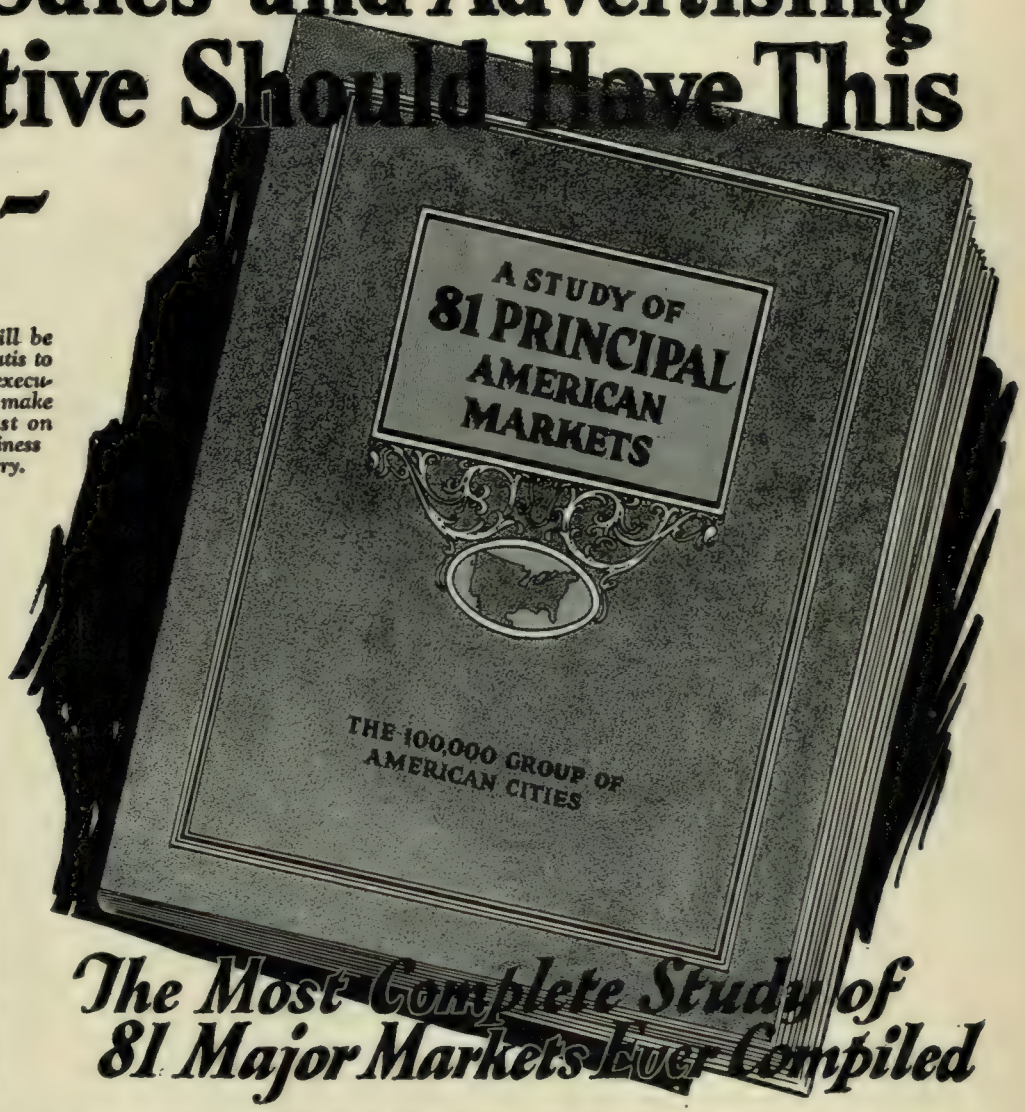
New York, will direct advertising for the Murphy Varnish Company, Newark, N. J.

Forrest U. Webster

Formerly of the advertising department of the Standard Oil Company of Indiana and previous to that vice-president of Irvin F. Paschall, Inc., Chicago advertising agency, has been appointed advertising manager of The Cutler-Hammer Manufacturing Company, Milwaukee, Wis., manufacturers of electric control devices.

Every Sales and Advertising Executive Should Have This Book –

A copy will be mailed gratis to business executives who make the request on thier business stationery.



The Most Complete Study of 81 Major Markets Ever Compiled

America's 81 Principal Markets

1. Akron, O.
2. Albany, N. Y.
3. Atlanta, Ga.
4. Baltimore, Md.
5. Birmingham, Ala.
6. Boston, Mass.
7. Bridgeport, Conn.
8. Brooklyn, N. Y.
9. Buffalo, N. Y.
10. Canton, O.
11. Chicago, Ill.
12. Cincinnati, O.
13. Cleveland, O.
14. Columbus, O.
15. Dallas, Tex.
16. Dayton, O.
17. Denver, Colo.
18. Des Moines, Ia.
19. Detroit, Mich.
20. Duluth, Minn.
21. El Paso, Tex.
22. Erie, Pa.
23. Fall River, Mass.
24. Flint, Mich.
25. Fort Worth, Tex.
26. Grand Rapids, Mich.
27. Hartford, Conn.
28. Houston, Tex.
29. Indianapolis, Ind.
30. Jacksonville, Fla.
31. Jersey City, N. J.
32. Kansas City, Kan.
33. Kansas City, Mo.
34. Los Angeles, Cal.
35. Louisville, Ky.
36. Lowell, Mass.
37. Lynn, Mass.
38. Memphis, Tenn.
39. Milwaukee, Wis.
40. Minneapolis, Minn.
41. Nashville, Tenn.
42. Newark, N. J.
43. New Bedford, Mass.
44. New Haven, Conn.
45. New Orleans, La.
46. New York, N. Y.
47. Norfolk, Va.
48. Oakland, Cal.
49. Oklahoma City, Okla.
50. Omaha, Neb.
51. Paterson, N. J.
52. Peoria, Ill.
53. Philadelphia, Pa.
54. Pittsburg, Pa.
55. Portland, Ore.
56. Providence, R. I.
57. Reading, Pa.
58. Richmond, Va.
59. Rochester, N. Y.
60. Salt Lake City, Utah
61. San Antonio, Tex.
62. San Francisco, Cal.
63. Schenectady, N. Y.
64. Scranton, Pa.
65. Seattle, Wash.
66. Spokane, Wash.
67. Springfield, Mass.
68. St. Louis, Mo.
69. St. Paul, Minn.
70. Syracuse, N. Y.
71. Tacoma, Wash.
72. Toledo, O.
73. Trenton, N. J.
74. Troy, N. Y.
75. Tulsa, Okla.
76. Utica, N. Y.
77. Washington, D. C.
78. Waterbury, Conn.
79. Wilmington, Del.
80. Worcester, Mass.
81. Youngstown, O.

In this important new book markets are no longer a matter of vague speculation. They have passed from the phantom to the tangible through the first successful assembly of all important characteristics that have a bearing upon the economical distribution and wide consumption of advertised products.

In its 352 pages of authoritative information about the 81 principal American markets this book reveals and reviews in detail the merchandising possibilities among a population of over 59,000,000 people, or more than half of the population of the United States.

The result is that manufacturers, sales and advertising executives are now able to deal with these great markets in terms of facts as they have never known them before. They can learn at a glance, for all or part of the 81 principal markets (all markets are analyzed and tabulated alike) the population, numbers of families, dwellings, male and female buyers over 15 years of age, automobile registrations and the numbers of wholesalers and retailers in 25 lines of business in every town of 1,000 population or more in each market.

This book is an authority. Under the supervision of the Director of the Bureau of the Census at Washington a new and special population analysis has produced the population characteristics that are used. These figures bring all population statistics up to January 1, 1925, in accordance with the manner in which they are computed by the Bureau of the Census. This analysis includes nearly 3,000 cities and towns.

The characteristics of wholesale and retail distribution and automobile registrations for all 81 Markets have been compiled by R. L. Polk & Co., statistical experts and publishers of over 500 city directories.

A copy of this free and valuable book should be on the desk of every sales and advertising executive and will be mailed to those who make the request on their business stationery.

Write today to

THE 100,000 GROUP *of* AMERICAN CITIES

15 North Wells St., Chicago, Ill.

Akron, O., *Beacon Journal*
Albany, N. Y., *The Knickerbocker Press and The Albany Evening News*
Atlanta, Ga., *Journal*
Baltimore, Md., *Sun*
Boston, Mass., *Globe*
Canton, O., *Repository*
Chicago, Ill., *Daily News*
Cincinnati, O., *Times-Star*
Cleveland, O., *News*
Columbus, O., *Dispatch*
Dallas, Tex., *Times-Herald*
Dayton, O., *News*
Des Moines, Ia., *Register & Tribune-News*
Detroit, Mich., *News*
El Paso, Texas, *Herald*
Erie, Pa., *Dispatch-Herald*
Flint, Mich., *Journal*
Grand Rapids, Mich., *Press*
Houston, Tex., *Chronicle*
Indianapolis, Ind., *News*
Kansas City, Kan., *Kansan*
Kansas City, Mo., *Star*
Los Angeles, Cal., *Times*
Lynn, Mass., *Item*
Memphis, Tenn., *Commercial Appeal*
Milwaukee, Wis., *Journal*
Minneapolis, Minn., *Journal*
Nashville, Tenn., *Banner*
New Haven, Conn., *Register*
New Orleans, La., *Times-Picayune*
New York, N. Y., *Times*
Oakland, Cal., *Tribune*
Oklahoma City, Okla., *The Daily Oklahoman and Oklahoma City Times*
Omaha, Neb., *World-Herald*
Paterson, N. J., *Press-Guardian and Sunday Chronicle*
Peoria, Ill., *Journal-Transcript*
Philadelphia, Pa., *Bulletin*
Portland, Ore., *Oregonian*
Providence, R. I., *Journal-Bulletin*
Richmond, Va., *News-Leader*
Rochester, N. Y., *Times-Union*
Salt Lake City, Utah, *Tribune*
San Antonio, Tex., *Express and News*
San Francisco, Cal., *Chronicle*
Schenectady, N. Y., *Gazette*
Scranton, Pa., *Times*
Seattle, Wash., *Times*
Spokane, Wash., *Spokesman-Review and Chronicle*
St. Louis, Mo., *Post-Dispatch*
St. Paul, Minn., *Dispatch & Pioneer Press*
Syracuse, N. Y., *Herald*
Toledo, O., *Blade*
Troy, N. Y., *Record*
Tulsa, Okla., *Tribune*
Utica, N. Y., *Observer-Dispatch*
Washington, D. C., *Star*
Waterbury, Conn., *Republican and American*
Wilmington, Del., *Journal & News*
Worcester, Mass., *Telegram-Gazette*
Youngstown, O., *Vindicator*

Orders

THE most exciting part of the comedy or melodrama (as the case may be) of business is the desecration of the well-known dotted line. The order is the fruit of business' being. For it we strive and by it we are nurtured. Then, when we talk of orders, we are talking turkey, as the saying has it.

To be awarded an order you must:

1. Find out who the people are who can be sold. (Your market.)
2. Induce them to buy.

Not a hard task if your product is in demand and you have leeway enough in sales expense. But with most lines there is plenty of competition, as to both quality and price. So, in the selling effort, economy must be reckoned with.

The magazines are useful in the economical promotion of sales. They reach all or the bulk of the people to whom your goods can be sold, at a very low cost to you. They provide the receptive attention and credulous interest of these people by their informative and educational editorial contents.

In the power-plant and industrial fields, especially where an amount of engineering is required in connection with a sale, mail-orders from magazine advertising are not normally expected. Yet, mail-orders are actually encountered from time to time.

In the preceding ad of this series, I mentioned inquiries as a guide to estimating the value of a magazine. If the inquiries are properly analyzed, this is quite all right. But, as has been pointed out, inquiries are subject to wide variations. One magazine might produce a hundred fine appearing inquiries and no sales. Another magazine might produce only 25 inquiries and ten sales.

Give us the latter magazine every time.

While inquiries are a guide, actual orders are the *last word.*

A. R. Mayer.

for
INDUSTRIAL POWER
440 So. Dearborn St.
Chicago, Ill.

Many cases are on record where INDUSTRIAL POWER has produced mail-orders for its advertisers. It might do the same for you. How about discussing the probabilities with us?

London

The Best Feature of British Newspapers

By far the best feature of British newspapers is the editorial page. It is, as a rule, as much better than the editorial page of an equally important American daily as the news columns of our newspapers are better than the news columns of British papers.

Take the morning's *Times*—the *London Times*, I mean—as a case in point. The leading editorial is headed "A Communist Catechism." The other editorials are: "France and Mosul," "The Irish Doctors" and "Sand Castles."

All four are literary gems—extraordinarily well conceived, extraordinarily well written. Though, doubtless, the product of four different minds, all four editorials have certain attributes in common—sanity, fair-mindedness, logic, imagination and a very evident desire to tell the truth.

Living Costs in Europe

A California woman who has been in Europe for seven months tells me that in Italy and the south of France living costs, from the tourist's standpoint, are very low—"real cheap" are her words. In Austria they are a trifle higher—just enough to be noticeable. In Germany and Switzerland they are considerably higher—yet not unreasonable. In Paris and the north of France they are high. It costs as much—or nearly as much—to live in England as in America; and in Scotland it costs more.

In other words, the further north you go the more you have to pay for food and lodging—and if my experience is a guide, the less you get, no matter what you pay for it.

A Simple Formula

Employ capable men—men who write "interesting stuff." Do that and you will build circulation. Build circulation and you will get advertising. Get advertising and you will have money with which to employ more men who are capable. Thus will you get more circulation and more advertising.

That seems to have been the policy of the late Lord Northcliffe. Certain it is that, in journalistic circles, he is given credit for having done two things: One, of paying "journalists"—British for newspaper men—a decent wage; and, two, of securing for his papers a far greater volume of advertising than any of his predecessors or rivals had secured.

"What a City to Sack!"

Shortly after the Battle of Waterloo, Marshall Blucher came to London and was received there with very great honor. The story goes that as the old Prussian rode through the streets of London, he made the remark which heads this paragraph.

His statement comes to my mind every time I stroll through certain portions of London, for, as far as my knowledge goes, no other city compares with London, either in number of stores or variety of stocks they offer.

In the shopping districts, which are dominated by such stores as Selfridge's, Harrod's, Whiteley's and Barker's, are any number of smaller stores whose shelves are laden with articles of utility or beauty—articles which have been brought to England from every part of the globe; and which, I have no doubt, have given pleasure and comfort to many a London home. These stores, you understand, are really "second-hand" stores. But their proprietors prefer to be known as "dealers in antiques."

Of the Clan Fraser

We in America have little conception of the loss in man-power which Great Britain suffered during the war.

A few days ago I was in a little city in Scotland whose population is about 22,000. Inscribed on the city's war memorial were the names of 717 men "who died that Freedom might live." Fifty-seven of them were Frasers!

Fore!

Here is a golf-story I heard a day or two ago:

Somewhat later in life than is usually the case, a Scot took up golf. He played unceasingly. All of a sudden, he quit the game. Weeks passed. Never a club did Sandy swing. A friend stopped him one day and asked him if he had given up golf.

"Aye!" said Sandy.

"Do you no' like it?"

"Aye!"

"Then why gi'e it up?"

"Have ye no' heeard?" asked Sandy. "I lost ma ba'!"

JAMOC.

If Every Agency Man knew what every hardware man knows, Hardware Age would be on every hardware list.

Charles Downes, Pacific Coast Editor

The Human Side *of a* Great Business Publication

Back of every great enterprise is a human element contributed by those men whose experiences and personalities are reflected in that enterprise.

This is the element that molds opinion, creates good will and makes or mars its success.

CHARLIE DOWNES is well known to HARDWARE AGE readers as a keen student of merchandising, a news and market editor on whose judgment they can safely depend. They know him through his writings, his attendance at their conventions and his visits to their stores. Charlie Downes joined the HARDWARE AGE Editorial Staff at the close of the War. He brought with him an unusual ability to write, developed by five years' newspaper experience, boundless enthusiasm, unlimited energy and a sincere desire to do something worth while.

Possessed of a keenly analytical mind, he immediately applied himself to an intensive study of hardware merchandising. For seven years he traveled over a large part of the East, South and Middle West seeking practical sales ideas, store arrangement and display methods, which he presented to HARDWARE AGE readers in his own attractive, interesting and breezy way.

His ability to grasp quickly the essential points of a subject made him a welcome editorial representative at trade conventions. It also fitted him admirably to analyze market conditions and give his readers those market facts so necessary to the successful handling of a hardware business.

Today he is personally carrying to Pacific Coast merchants the ideas and methods of the East and Middle West. In return he is gathering new ideas to pass on to the trade.

Charlie Downes holds a recognized place among the thinkers, writers and merchandisers who are maintaining the prestige of HARDWARE AGE as the merchandising, news and market authority of the hardware field.

"The Most Influential Hardware Paper"

Hardware Age

A.B.C. A.B.P.

239 West 39th Street New York City

Press-Tested Electrotypes

The Test Proof Tells

It's no longer necessary for you to hope your plates will print.

With the Reilly Test Proof you know it.

The Test Proof Tells

REILLY

Electrotype Co.

209 West 38th Street, New York

TELEPHONE FITZROY 0840

"The Terewth"

[CONTINUED FROM PAGE 38]

provincial and Early Victorian preference for my own. And I am afraid I have never noticed the exact degree of sweetness even in that; not being in the habit of eating my tooth brush. So I am willing to accept this truth on the authority of others of a more varied and voracious experience. The next is the comparatively mild revelation that the wearing of woolen underclothing of a certain sort is essentially characteristic of men of action. I note down this truth also and proceed to the next, which says that while there are doubtless other cigarettes in the world, yet all cigarette smokers have been unconsciously waiting for something different, something better, which is now offered to them.

THIS is an example of the discovery of truth, not in the future, but in the subconsciousness. It is not everybody, even among psycho-analysts, who knows what everybody else is unconsciously waiting for. The next says that everybody (presumably including myself) is saying that the best whiskey is one of which I am quite unconscious of having even heard the name. The next one says that another cigarette is unique and resembles the voice of the singer after which it is named. On the page opposite Robert Louis Stevenson is represented as paying a compliment to another whiskey. This truth is of a third order; the psychic rather than the psychological. Stevenson is represented as saying it in the capacity of a ghost risen from the dead, to repair the omission by which he neglected to say anything of the sort when he was alive. On the next page I learn that faith, imagination and courage are the qualities that have placed a particular pattern of safe in the foremost position. This is accompanied by a picture of Napoleon surrounded by the smoke of an artillery battle; to indicate the sort of scenes that the business gentlemen in question have passed through before the safe became really safe. Then we come to a remarkable motor car which is superior in every way to much more expensive cars, but which is charitably sold for a very much lower price. Finally there are the advertisements of various medicinal salts. Each of them is admittedly better than the others. All of them produce results which are considered wild and impossible when they are promised by social revolutions or great religions; by Utopia or the New Jerusalem. The great Utopian word "perfect" is deliberately used and emphasized. One salt "keeps mind and body attuned and in perfect condition." Another provides "the joy of life arising from the possession of perfect health and high spirits." And with that we actually come to the end of the first part of the paper, which consists of advertisements, and come upon the curious survival of cer-

TESTIMONIALS

Orders, checks, maps, reports, blueprints, etc. PHOTOSTAT prints are convincing photographic facsimiles—produced without plates.

Send for Samples.
Best prices—Quickest service.

Commerce Photo Print Corporation
80 Maiden Lane New York City

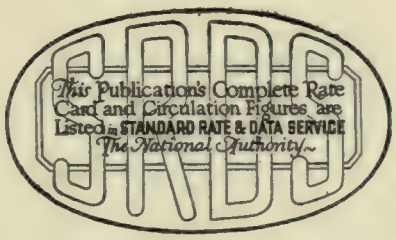
Bakers Weekly A.B.C.-A.B.P. New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

Jewish Daily Forward, New York
Jewish Daily Forward is the world's largest Jewish daily. A.B.C. circulation equal to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A Home paper of distinction. A result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

AJD & Company Limited
The Only "Denne" in Canadian Advertising
We render a complete and intelligent Advertising and Marketing Service for manufacturers who desire maximum results from their efforts in Canada. Correspondence invited.
A·J·DENNE & Company Ltd.
Reford Bldg. TORONTO.

"Within the past few days, I have completed quite a job—requiring almost constant use of STANDARD RATE AND DATA SERVICE. After doing this, I cannot help but write you a few lines to express my appreciation of your Service.

D. J. Crimmins, Contract Manager,
Harry C. Michaels Company,
An Advertising Agency
New York City.



PUBLISHERS—This electro will be furnished to you free of charge. Use the symbol in your advertisments, direct-by-mail matter, letterheads, etc. It's a business-producing tie-up—links your promotional efforts with your listing in STANDARD RATE & DATA SERVICE.

STANDARD RATE & DATA SERVICE

536 LAKE SHORE DRIVE
CHICAGO

New York *San Francisco* *London*

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tain other sheets of merely literary interest, which are still wedged into the middle of it. There is another thick magazine of advertisements at the end, doubtless full of other truths for which we have all been unconsciously waiting. But it seems unnecessary to wade through them in order to prove once more what we all know already. I have taken a perfectly fair sample of the actual successive items of perfectly respectable advertisements in a perfectly respectable paper. I have not quoted any of the exceptionally bad advertisements which appear in other papers; the swindling advertisements that offer to teach what obviously cannot be taught; the quack advertisements that offer to cure what cannot in any such fashion be cured; the medical discoveries that heal contrary diseases with the same drug; the certain road to success opened by pioneers who have failed in everything else; the sex advertisements that are full of obscenity and perversion; the journalistic scares that are alive with panic and treason. I have taken ordinary advertisement at its best; and I leave it to anybody's common sense. As a lie it is a lark. Nay, as a lie it is a legitimate lark. Some sort of humour and humanity might be got out of these things considered as tall stories like Baron Munchausen's. But if those who tell them tell us that they are true, what are we to say of their "ideal" of truth?

THE only defence of these statements, of course, is that nobody believes them. In other words, the only real defence of those thus professing to tell the truth is that we have all got used to their telling lies. But if it is a bad intellectual vice to get used to telling lies, it is a worse intellectual vice to get used to telling lies and to bragging about telling the truth. That sort of thing weakens the mind in a worse fashion. These lies may become harmless by becoming meaningless; but only when all human language and human judgment have become meaningless with them. When men really think it natural and normal to say that men of action are to be judged by their underclothing, they have lost the use of human speech. When people have reached the point of gushing over a sweet tooth brush or describing a mild aperient as perfect happiness, they are paralyzing in themselves the noble power of praise.

It would be far better for the souls of such people to be cynical about advertisement than to be idealistic about advertisement. There is no necessity to be either; for advertisement in itself, as I have said, is not a sin or even a scandal. Nor is it the fault of individual advertisers if it is a nuisance. It is our fault, for tolerating the rule of mere money, so that it can paint the world with its own vulgar pattern. We have none of us any right to play the Pharisee to these people; but we are entitled to draw the line when they play the Pharisee to us.

Winter and a Coal Strike

[CONTINUED FROM PAGE 25]

that the present fight will not move along true to form. The moment the mines shut down, speculators will take hold and coal that was going direct to consumers will be forced to pass through several hands, leaving a succession of profits to middlemen which the ultimate consumer will have to pay. As soon as things look serious, another Federal Coal Commission will likely be appointed and its report will be completed and filed in some dusty pigeonhole long after the strike has ended.

PRESIDENT LEWIS of the miners' union knows his coal industry like an open book. He is surrounded by an organization that is well informed and highly efficient. He is thoroughly familiar with the psychology of the mine owners and he knows how to play one group against another. He knows that with industry active this fall and with the new immigration laws in effect, there will not be available a great army of unemployed workers of the kind that can be persuaded to go into the mines. He knows that in the anthracite field present laws entirely prevent the mine owners from employing strike-breakers. There are a lot of things that Lewis knows that the public does not understand, and it is for this reason that he acts with such confidence in the face of a hostile public opinion.

If the present trouble is going to develop into a finish fight, the consumer of coal had better lay in plenty of fuel to see him through the troublous weeks that will surely come. The talk about the many substitutes for coal is also absurd in view of the fact that the total quantity of these substitutes available represents little more than a drop in the bucket when considered in the light of the nation's daily fuel requirements.

The only hope that the present situation develops in one's mind is the thought that this coal strike may be so big and so serious that we will be forced to recognize that our great fuel industry is a business apart; that it is just as important we have no interruption in the free flow of coal to consumers, as in the unobstructed distribution of mail to our homes and offices. Under existing conditions, one man in control of 600,000 coal miners can cut off 60 per cent of our production of coal and disturb not merely one or two industries, but threaten the whole life of the nation.

So far as America's coal industry is concerned, compulsory arbitration is correct in principle and constructive in action. Canada has proved that to be true. It is difficult to have patience with the notion that we can handle the mining of coal as we do the production of potatoes. There will never be fuel peace in this country until we cease to be dominated by archaic beliefs.

Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Business Opportunities

An unusual mail order opportunity reaching 40,000 of the best consumer buyers in the United States. The entire cost is only 1c. a name including postage direct to the consumer. John H. Smith Publishing Corporation, 154 Nassau St., New York City.

Business man with pep and constructive ability has an opportunity to invest $10,000 or more in a very successfully established publishing and service organization, and connect himself with the highest type of conservative associates. Box No. 300, Adv. and Selling Fort., 9 East 38th St., New York City.

Service

JINGLES AND SLOGANS

My suggestions now in use by National Advertisers. Send me your booklet—strengthen weak points. Rates only $5 for preliminary analysis. ROSE MAYO, Station F, Box 19, New York.

DISTINCTIVE COPY SERVICE

Complete campaigns—features—readers verse— house organs published—advertisers anywhere write—Forrest W. Tebbetts, 623 Knickerbocker Bldg., New York City.

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.
14 West 40th St., New York City.
Telephone Penn. 3566.

MULTIGRAPHING $2.50 PER THOUSAND ANY SIZE. LOWEST RATE IN NEW YORK—WHY PAY MORE

Reduce the cost of your facsimile letters by using FEDERAL service. Only one flat rate for multigraphing letters of all sizes, whether 3 or 53 lines viz: $2.50 a thousand. Quality of work and speed of service is unexcelled. Plant operates 24 hours a day. Prompt messenger service is maintained to all parts of the city. Phoning Watkins 4263 will bring a representative to you with samples.

FEDERAL LETTER COMPANY
70 FIFTH AVENUE, NEW YORK

Multigraphing, addressing, and complete mailing service

Position Wanted

ARTIST—LETTERER

Expert in quick show-card style with twelve years' varied experience desires connection. Box No. 298, Adv. and Selling Fort., 9 East 38th St., New York City.

SALES PROMOTION PERSONAL SERVICE

I have been particularly successful in the development of sales under severe handicaps. Let me study your problem in my spare time and give me an opportunity to help you increase your business. Box No. 303, Adv. and Selling Fort., 9 East 38th St., New York City.

Position Wanted

ADVERTISING: Young man experienced writing copy for and actual supervision of direct mail campaigns, originated booklets, sales letters, house organs, capable publicity man. Box No. 302, Adv. and Selling Fort., 9 East 38th St., New York City.

ADVERTISING MANAGER, 27,

Forceful copy writer and layout man with ideas; experienced in agency, newspaper, retail and wholesale fields; capable executive. Address Advertiser, 269 W. 81st St., New York City.

GENERAL MANAGER

I have a successful record covering seven years organizing, managing and promoting sales, advertising and general business development. This experience has been founded on eight years of accounting, auditing, finance and systematizing. I am 32, married, tactful, ambitious and possess a pleasing personality and appearance. I am not satisfied with my present connection on account of its limitations, and am in search of a position where hard work and results will be rewarded. I can negotiate immediately. Box No. 301, Adv. and Selling Fort., 9 East 38th St., New York City.

Help Wanted

Circulation Manager wanted by long established trade paper in mechanical line. One who can personally compile A.B.C. statement preferred. Give age, experience and salary wanted. Box 304, Adv. and Selling Fort., 9 East 38th St., New York City.

WANTED—ADVERTISING MANAGER AND PARTNER

Two owners of established, well financed agricultural monthly in country's best selling territory need advertising manager, and will sell third interest with $1,500 to $2,000 down payment and liberal terms to party who can qualify. Besides obvious qualifications in salesmanship, executive and managerial ability is desirable as future opportunities include possibility of managing entire business. Illness of one owner makes quick action necessary. Replies should give character and business references, experience and training, age, family, present earning capacity. Correspondence mutually confidential. Address Box No. 299 Adv. and Selling Fort., 9 East 38th St., New York City.

Branch Office Service

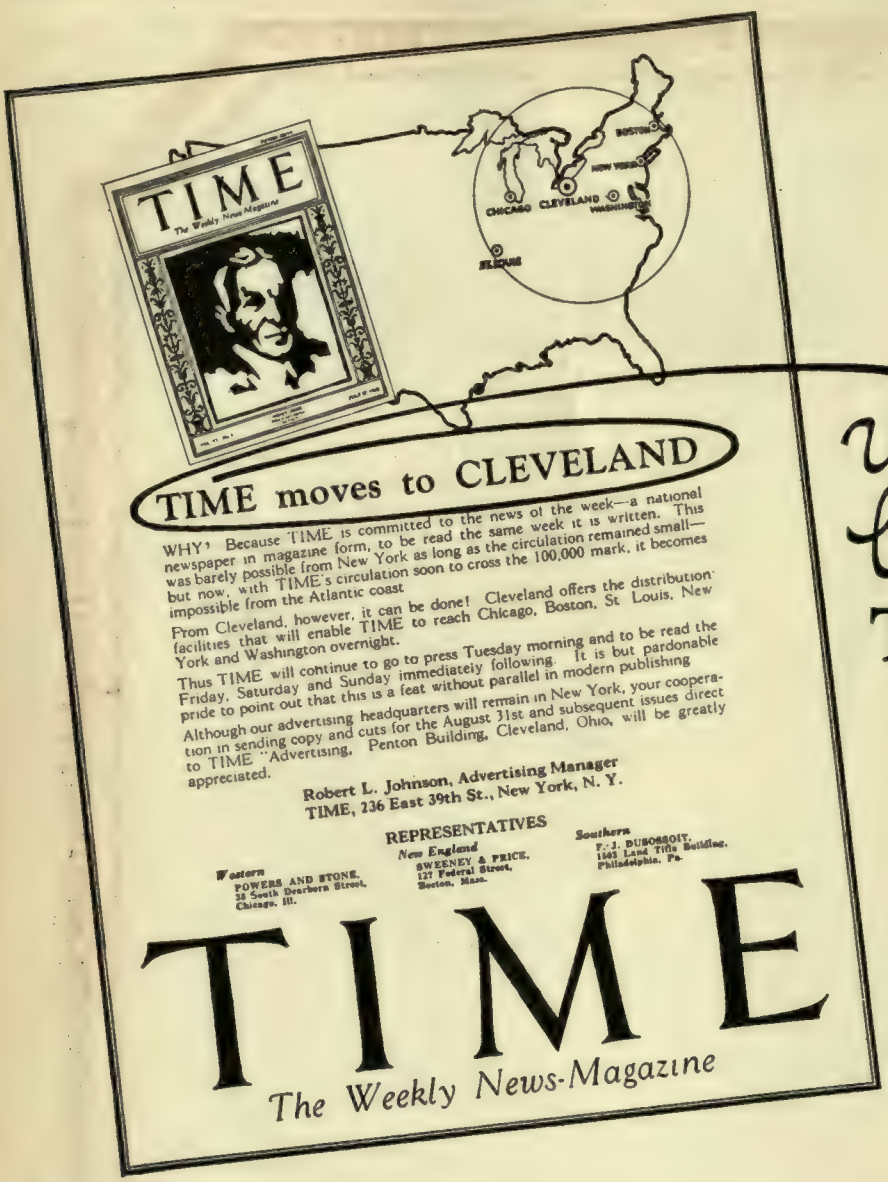
NEW YORK MAIL ADDRESS $2.00 MONTHLY

Other services $3.00 up. Office services. Telephone messages taken $5.00. Write for circular. Room 501, 32 Union Square, Telephone Stuyvesant 8300.

Miscellaneous

AGENTS' names neatly typewritten from our one day old inquiry letters. Price right.
K. WORLD
166 W. Washington, Chicago

"GIBBONS knows CANADA"
J. J. Gibbons, Limited, *Advertising Agents*
TORONTO MONTREAL WINNIPEG



where it will be printed by

THE PENTON PRESS

FAVORABLE printing costs, substantial postal savings, and prompt distribution are only a few of the advantages Cleveland offers to publishers. In Cleveland, The Penton Press has built up a splendid plant which prints publications such as *Time, Saturday Review of Literature, India Rubber Review, Secrets, Finance and Industry* and the *Fourth District Federal Reserve Bulletin.* In addition it issues the six great industrial journals owned by the Penton Publishing Co. —*Iron Trade Review, Daily Metal Trade, The Foundry, Abrasive Industry, Marine Review* and *Power Boating.*

Publish in Cleveland!

THE PENTON PRESS COMPANY

the printing division of
The Penton Publishing Co.

Cleveland **Ohio**

It Pulls!

"I have been meaning for some time to write you about our results but have not been reminded of it until today. TIME has been quite a surprise packet for us. When we started our trial we hoped that TIME might prove a moderate success, but it has worked out to be one of our best discoveries and peculiarly enough large space is best for us not only in cost per order but also in cost per inquiry."

THE sure way to tell if your advertising is being read is by the response to its appeal. If it isn't pulling, it isn't *paying*.

Advertisers who use TIME find that they talk to a market that is largely made up of people who do respond to advertising.

TIME'S readers not only read the advertising, but are of an unusually responsive class. Read the excerpt from a letter that has come to us (unsolicited) from an advertiser in TIME.

When you make up your advertising schedules, remember that TIME sells CLASS circulation at *MASS* rates—and it PULLS!

ROBERT L. JOHNSON, *Advertising Manager*

TIME

The Weekly News-Magazine

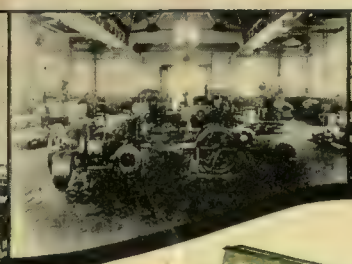
236 EAST 39th STREET, NEW YORK, N. Y.

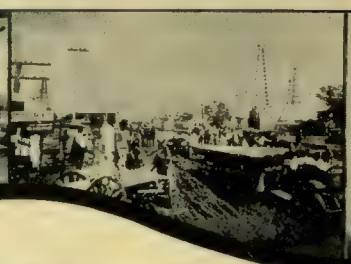
REPRESENTATIVES

Western
POWERS AND STONE
38 South Dearborn Street
Chicago, Ill.

New England
SWEENEY & PRICE
127 Federal Street
Boston, Mass.

Southern
F. J. DUSOSSOIT
1502 Land Title Building
Philadelphia, Pa.





"Everlastingly Interesting"

IT'S AN eighteen-hour-a-day job, keeping a business paper everlastingly interesting to its readers. It means unsparing enthusiasm and compels an unending willingness to spend money to get the kind of editorial material which will keep every subscriber a never-miss-an-issue reader.

Do the editorial job properly, and the circulation curve will never sag. It will trend healthily upward.

The last time we published a circulation figure for *"National Petroleum News"* in this magazine (Dec. 17, 1924) it was 13,110.

Today it is 14,554, proof of the fact that if you do the editorial job properly, established readers will stay with you and new readers will send in their subscription dollars. In the long run, spending dollars on editorial content does the better job in building and holding subscriptions.

NATIONAL PETROLEUM NEWS
812 HURON ROAD CLEVELAND

District Offices:

TULSA, OKLAHOMA
608 Bank of Commerce Bldg.

CHICAGO
360 North Michigan Avenue

NEW YORK
342 Madison Avenue

HOUSTON, TEXAS
608 West Building

Member A. B. C. *Member A. B. P.*

The Weekly Newspaper of a Vast Industry.

You don't need to be an oil man to find the live, human interest in the editorial pages of "N. P. N." Let us send you at your home, for easy-chair inspection, a recent issue.

NATIONAL PETROLEUM NEWS
812 Huron Road, Cleveland, Ohio

YES—you may send an inspection copy to

Name.....
Home Address.....
City.....
State.....

NATIONAL PETROLEUM NEWS

Advertising & Selling

FORTNIGHTLY

Courtesy New York Edison Company.

Public Library, Kansas City

SEPTEMBER 23, 1925 15 CENTS A COPY

In this issue:

"Are You Sacrificing Future Markets for Immediate Sales?" By Walter F. Wyman; "Consumer Stockholders and Their Good Will Sales Value" By J. George Frederick; "Let's Stop Guessing About Copy" By S. H. Giellerup; "Coordinating the Steps of a Sampling Campaign" By Thomas J. Grace

To the sellers of hats in Chicago:

991,179 Heads to Hat!

In Chicago, according to the latest government census, there are 991,179 males 15 years of age and over.

If each one of these buys 2 hats a year—a low estimate — that aggregates 1,982,358 hats sold annually in Chicago alone.

Are you selling your share of these hats?

To sell more hats in Chicago, follow the lead of experienced advertisers in this market and advertise more in The Chicago Daily News.

Because it paid them, advertisers bought 9,890,113 agate lines of display advertising in The Chicago Daily News in the first eight months of 1925, the greatest amount of space they ever bought in any Chicago daily newspaper in any similar period of any year.

These 9,890,113 agate lines of display advertising—1,878,372 lines more than were carried by its nearest competitor, a morning newspaper—are conclusive evidence of the increasing value of The Chicago Daily News to the advertisers of America.

Among the approximately 1,200,000 daily readers of the 400,000 average daily circulation of The Daily News —there are about half a million masculine heads to cover with hats—2 hats a year for each. Figure it out yourself. Here is a market that warrants increasing your selling message in

THE CHICAGO DAILY NEWS

First in Chicago

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume 5. No. 11. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.

When coordinating advertising with sales becomes a normal part of your day's work

THERE are some agencies whose discussions with their clients deal with sales as often as they do with advertising. Being accepted as part of the advertiser's sales department, they receive current manufacturing schedules and sales sheets from their clients. Then they analyze these statements as if the product and its problems were their own.

These agencies expect to be and are drawn into all policy matters, such as jobber and distributor relationships, shifts in the sales organization, sales quotas, sales territories, sales contests, compensation for salesmen and a host of other matters.

Such agencies take an active part in the education of jobbers, distributors and retailers. They deal not alone with the advertising which is, after such cooperation, truly a force for sales back of the product, but with the soundest methods of marketing the product through the human sales force as well. Then they carry the same message to the client's own sales organization.

Such service on the part of the agency is hard work and tedious work and costly work. But the results of it come back in loyal customers and in growing appropriations.

Your client has a deep and abiding confidence in you. All the facts and figures of the business are at your command. You are a part of the firm; a trusted member of the family. You belong!

With such a relationship as this the great and mysterious problem of Coordinating Advertising with Sales becomes only a normal part of your day's work.*

**From "Coordinating Advertising with Sales," an address delivered before the 1925 Convention of Associated Advertising Clubs of the World, by Arthur W. Sullivan, Vice-President, Joseph Richards Company, Inc. This address is notable for the new ideal of advertising agency service which it develops, an ideal which represents the policy of Joseph Richards Company, Inc., in its relationship with its clients. Any interested business executive may obtain a copy of Mr. Sullivan's address by writing us. Joseph Richards Company, Inc., 251 Park Avenue, New York.*

"FACTS FIRST - - THEN ADVERTISING"

THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK

If you want to know about our work, watch the advertising of the following:

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
TAVANNES WATCHES
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
WELLSWORTH OPTICAL PRODUCTS
TARVIA
DUZ
WALLACE SILVER
HAVOLINE OIL
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEWITT WORK-LIGHT
SILVER KING GINGER ALE
BONDED FLOORS
TAO TEA BALLS
NEW-SKIN

What we've done for others we can do for you.

Member of the American Association of Advertising Agencies
Member of the Audit Bureau of Circulations
Member of the National Outdoor Advertising Bureau

Page 5—The News Digest

John F. Schiller

Formerly with the Macfadden Publications, has been appointed to the New York office of the *Philadelphia Public Ledger*.

Export Advertising Round Table

Will hold the first of its series of luncheons, Tuesday noon, September 22, at the Advertising Club of New York. C. K. Woodbridge, president of the Dictaphone Corporation, and president of the Associated Advertising Clubs of the World, will be the speaker.

Evans, Kip & Hackett, Inc.

Formerly Evans & Barnhill, Inc., New York advertising agency, have established an office at Springfield, Mass. H. F. Osteyee, for several years president of the Constructive Advertising Agency in that city, will manage the new office. Evans, Kip & Hackett, Inc., have taken over the accounts of that agency.

Charles C. Green Advertising Agency, Inc.

New York office, will direct advertising for the Orangeine Chemical Company, the Dill Company, Norristown, Pa., and the Dr. D. P. Ordway Plaster Company, Camden, Me.

Metropolitan Advertising Golf Association

Held its final tournament of the year at Briarcliff, N. Y., on September 15. There were about ninety members present. The golf was followed by a dinner and dance at the Briarcliff Hotel. The association also elected its officers for the coming year. R. P. Clayberger was elected president; Walter Jenkins, vice-president; R. B. Stewart, treasurer, and L. D. Fernald, secretary. The matches were hard fought, many of them going extra holes. In addition to the men's tournament there was a Kickers' Handicap for the wives and relatives of the men who competed. Mrs. Edgar Gould was the winner. The following are the results of the men's tournament: Low Gross, a. m.—J. N. McDonald, 81; Low Net, a. m.—R. B. Bowen, 89-25-64 net; Low Gross, p. m.—Tied, C. T. Sweeny, 84, and J. M. McDonald, 84; First Low Net, p. m.—C. S. Hemmingway, 70; W. C. Garwick, 73; W. A. Sturgis, 74.

Advertising Club of Los Angeles

Announces the creation of a new branch of service, through a welfare committee, for the establishment of contact with club members overtaken by accident, illness or other misfortune. Charles E. Bireley, now retired, formerly member of the Bireley & Elson Printing Company, has been appointed chairman.

The Thumbnail Business Review

By Floyd W. Parsons

LEADERS of American industry are succeeding in their effort to establish a sound foundation for a satisfactory business expansion this fall and winter. Aside from cotton, most of the crops are made. Cereal production will about equal the last five-year average, while potatoes and cotton will likely show a falling off. Prices for practically all products are on a high level so that the purchasing power of the agricultural community will be most satisfactory. Agriculture will contribute less to foreign trade this year, but the loss will be made up largely by an increase in our exports of manufactured goods. The products of our factories now constitute 60 per cent of our exports to foreign lands.

¶ An investigation of 12 important industries indicates an increase in activity in August as compared with July. At the same time there was a decrease in business failures. Building made a new record in August with a total of $589,700,000. This most recent total represents an increase of 25 per cent over a year ago. The production of motor vehicles in August was 11 per cent larger than the July output. Production and shipments of cement also reached record figures during August, with an increase of more than a million barrels over the same month last year.

¶ However, other nations are not progressing in the same satisfactory manner as is the United States. There is a depression in the Orient; crop-killing weather in Russia; a serious state of unemployment in Great Britain; an unpromising slackness of trade in Germany, and a state of unsettled finances in France.

Harold W. Yost

Mainland manager for the Hawaiian Tourist Bureau, San Francisco, has been appointed chairman of the new Speakers' Bureau of the Pacific Coast Advertising Clubs' Association.

Harford Powel, Jr.

Account executive of Barton, Durstine & Osborn, has resigned to become editor of *The Youth's Companion*, recently purchased by The Atlantic Monthly Company.

Arthur M. Loomis

Member of the firm of Loomis, Dow & Company, certified accountants, of Los Angeles, has been appointed chairman of the Associated Advertising Clubs of the World Convention Committee.

Graphic Art Leaders Exhibit

Has been prepared under the auspices of the Graphic Arts Division of the D. L. Ward Company, Philadelphia. More than 1200 specimens were received and from among these the judges selected first, second and third prizes and five honorable mentions. William Edwin Rudge, New York, took first prize with a book on "Italian Old Style Type," done for the Lanston Monotype Company. The second prize went to the Grabhorn Press of San Francisco, and the third prize to John Henry Nash, also of San Francisco. The five honorable mentions were awarded to the Beck Engraving Company of Philadelphia, Currier & Harford of New York, Franklin Printing Company of Philadelphia, Perry-Estabrook Press, Inc., of Cambridge, Mass., and The Merrimount Press of Boston. The exhibit will be shown in a large number of cities throughout the country and will be the official exhibit of the Direct Mail Advertising Association, at which convention it will be displayed in October.

The Power, Alexander & Jenkins Company

Detroit, will direct advertising for The Premier Manufacturing Company, same city, manufacturers of Debco battery chargers for radio and automobile use.

R. E. Wright

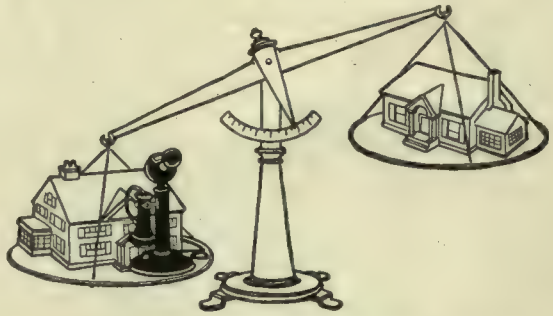
Manager, savings department, First Wisconsin National Bank, was elected president of the Milwaukee Advertising Club at the first fall meeting. Other officers elected were I. C. Buntman, vice-president; William Dittman, secretary; John Brown, treasurer. Members of the board of governors are C. C. Younggreen, Harry A. Walsh, Frank Jennings, Burr Lee and Cliff Loew.

R. R. Glenn

Of the Central Advertisers' Agency, Wichita, Kan., died of appendicitis, September 17, 1925. He had been in the advertising profession for about twenty-five years and had enjoyed a wide acquaintance in the East and Middle West.

[ADDITIONAL NEWS ON OTHER PAGES]

The home with the telephone is the market for your goods



Every manufacturer who advertises has occasion to ask himself this question: Where is the market for my goods? How can I divide the people of this country into those whom I can reach and sell easily and those on whom it does not pay to spend money or effort?

All sorts of measuring sticks and divining rods have been applied to population. The distribution of the income tax has been one guide. The ownership of a home is another. The possession of a motor car a third. All these have their advantages, but all are superseded by the thoroughness, comprehensiveness and definiteness of the telephone list. Here are 8,419,668 homes with telephones (disregarding all business connections) which have risen to a certain standard of living, of incomes, of expenditure, that makes the telephone necessary and possible. The presence of this simple device divides that family from all others who have not yet reached the telephone state of prosperity.

Since there must be a division of some kind, since it is obviously impossible to sell the entire population of the United States, since it is absolutely necessary to concentrate on those who are able to buy and who are reachable by advertising and other selling appeals, the telephone is the surest index. It draws a line through population. One-third of the country's homes have telephones and it is conservative to estimate that they buy two-thirds of the advertised commodities sold.

It is a good thing for the national advertiser to aim at—market coverage of the eight and one half million families who have telephones—and obviously the telephone subscriber circulation of a number of magazines must be added together to total more than eight and a half million.

The telephone market has been staked out and more and more sales and advertising managers are using the distribution of the telephone to check up the distribution of their own product. The telephone is one of the surest indexes of buying power and it likewise points the way to the best advertising mediums.

Because in the ten years (1915-1924) The Digest has continuously circularized telephone subscribers, it has increased its circulation to more than 1,300,000 copies per week and can make to all manufacturers of nationally advertised products this definite statement:

The home with
a telephone is the
best market
and the best million telephone
homes are subscribers
to

The Literary Digest

TRENTON, NEW JERSEY

CITY OF DIVERSIFIED INDUSTRIES

AN IDEAL TEST MARKET

TRENTON is usually one of the cities selected by manufacturers who desire to test their merchandise and advertising in certain markets before attempting to secure national distribution.

With more than *400 factories* engaged in the manufacture of *97 different kinds of goods* valued at more than $125,000,000, Trenton is not affected by trade slumps as in the case of cities dependent on a few industries.

The Trenton Trading Zone (a radius of 20 miles), had a population of 195,000, the make-up of which is quite similiar to that in metropolitan centres.

The Times whose circulation for the first six months of 1925 as per ABC Audit was 39,448, offers advertisers the only possible coverage of Trenton and its numerous surrounding towns.

TRENTON (N. J.) TIMES

KELLY-SMITH CO., *National Representatives*

MARBRIDGE BUILDING, NEW YORK LYTTON BUILDING, CHICAGO

No matter which!

Study the subscription galleys of any one of the Condé Nast Group—Vogue, Vanity Fair, House & Garden.

Try to find any difference in the buying power of each magazine's subscribers.

They live in the same part of town. They belong to the same clubs. They shop in the same stores. They have the same standards of living.

Some of them are especially keen about their homes, and take House & Garden.

Some of them are especially keen about their clothes, and take Vogue.

Some of them are especially keen about their brains, and take Vanity Fair.

But, no matter which of our magazines they subscribe to, their homes, clothes, surroundings and appointments are all of the best. They are the nice people of the town—the charge customers—the good spenders.

They are prospects for EVERY kind of quality merchandise.

That's why you ought to use the Group!

VOGUE
VANITY FAIR
HOUSE & GARDEN

THE CONDÉ NAST GROUP

All members of the Audit Bureau of Circulations

Come to Chicago
A. B. C. Week

The
Twelfth Convention
of the
·A·B·C·
(AUDIT BUREAU OF CIRCULATIONS)
will be held at the
Hotel LaSalle
Chicago
October 15th & 16th
NINETEEN · TWENTY · FIVE

The DINNER
NIGHT OF OCTOBER 16th
will be at the
Hotel LaSalle
Make your reservations early

THORNTON W. BURGESS wrote his first animal story for People's Home Journal in March 1913. Since then a children's story by him has appeared in every issue. The October story, "Why Jerry Muskrat is Long-Headed" will be our one hundred and fifty second.

To-day Mr. Burgess's admirers, young and old, are literally numbered by the millions. Each month his stories in the People's Home Journal about Peter Rabbit, Johnny Chuck and their friends—pictured inimitably by Harrison Cady—bring joy and helpful entertainment to hundreds of thousands of small town homes. These stories are also being used in schools throughout the country for wild life studies.

We mention the Thornton W. Burgess Green Meadow Club stories as illustrative of the unfaltering continuity of People's Home Journal editorial policy. As with these stories, so with our inspirational fiction and our constructive home service departments, we have adhered steadfastly, year in and year out, to certain dominant principles of small-town appeal.

PEOPLE'S HOME JOURNAL

In First Four Weeks Under New Ownership

Winston-Salem Journal

The seven day morning newspaper of Winston-Salem, N. C., added these new and exclusive features

Consolidated Press
David Lawrence
Robert T. Small
John B. Foster
Lawrence Perry
and other writers

Three Famous Writers
Mark Sullivan
Dr. Frank Crane and
Edgar Guest

Two Continued Stories
"Limited Mail"
(Daily and Sunday)
"The Unholy Three"
(Sunday only)

Lecocq Cartoon Service

New Comic Strips
Briggs
Petey Dink
Glimericks

Seven Day Picture Page
Central Press

all these with our
Associated Press leased wire
N. E. A. Service and complete features
Special Raleigh State Bureau
Special Washington Bureau
Staff of state correspondents and complete city coverage

and a Full Page Comic strip daily
The Nebbs
Out Our Way
Salesman Sam
Our Boarding House
Boots and Her Buddies
Mom 'n Pop
Everett True
Mudd Center Folks
Freckles and His Friends
Jack Daws' Adventures

Combine to make the Winston-Salem Journal the complete Family Paper of North Carolina

Winston-Salem
admitted by any person acquainted with North Carolina to be
Leader of North Carolina
In Industry—In Wealth—In Population

North Carolina
admitted by any person acquainted with the "New South" to be
Leading the South
In Education—In Textile—In Good Roads

Keep your eye on { **The Morning Journal and on Winston-Salem and on North Carolina**

WINSTON-SALEM JOURNAL

Daily and Sunday—A. B. C.

Santford Martin, Editor—Owen Moon, Publisher—Wm. K. Hoyt, Manager

KELLY-SMITH COMPANY

National Advertising Representatives

Lytton Bldg., Chicago **Marbridge Bldg., New York City**

Take Any Yardstick

THE leadership of *Marine Engineering and Shipping Age* stands pre-eminent in the marine industry regardless of the yardstick you may use.

Want the Proof?

Marine Engineering

American Marine Exposition

The November issue of *Marine Engineering and Shipping Age* will be the Exposition Number and will be distributed at the American Marine Exposition, 212 Anti-Air Craft Regiment Armory at 62nd Street and Columbus Avenue, New York City, during Marine Week, November 9-14. Copies of this issue will also be distributed at the meetings of the various marine societies which will be held in New York during Marine Week, including the meetings of the Society of Naval Architects and Marine Engineers.

This additional distribution of *Marine Engineering and Shipping Age* at the Exposition together with the regular paid circulation, the largest of any marine publication, will make the November issue of exceptional value to advertisers. More detailed information will be gladly furnished on request.

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street New York, N. Y.

608 S. Dearborn St., Chicago 6007 Euclid Ave., Cleveland

New Orleans Mandeville, La. San Francisco Washington, D. C. London

and Shipping Age

COLOR YOUR APPEAL

Consider a Magazine Long Noted for Its Color

The SPUR

The list at the left includes some of the prominent advertisers who within recent months, have used Color in The SPUR

BOHN
CRANE
FAIRFACTS
KOHLER
RUSSELL & ERWIN
BLUE BOAR
HERBERT TAREYTON
LUCKY STRIKE
PALL MALL
CADILLAC
LINCOLN
MARMON
PIERCE-ARROW
FIRESTONE
FISK
U. S. RUBBER
STANDARD OIL
B. ALTMAN
LISTERINE
NETTLETON
STEINWAY
STORY & CLARK
UNITED FRUIT

Because of the

SUPERIOR REPRODUCTION which is possible on the large size (10x14½) pages of delicately tinted stock; mechanical skill and attention to details helping to secure results.

EDITORIAL ENVIRONMENT that makes "every page a 'work of art' in a perfectly arranged and variedly interesting 'gallery'."

SELECT CIRCULATION that takes the Color page where it is appreciated, into fine homes, leading clubs, resort hotels, steamship lounges, railway observation cars, wherever people of better purchasing power are found.

APPRECIABLE ECONOMY which lies in a low differential between Black and White and Color; thus, making The SPUR unusually attractive to advertisers, old and new, who know, or want to gauge, the value to them of Color.

Now is the time to think of CHRISTMAS—An Ideal Season for Color.
For Color Information, Rates, Suggestions, Service, Write

The SPUR

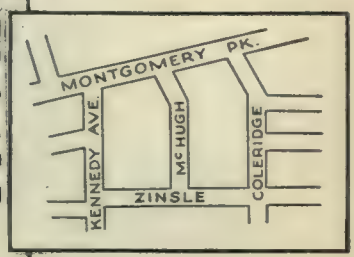
425 FIFTH AVENUE NEW YORK CITY

CHICAGO
Burton R. Freer
122 So. Michigan Blvd.

LONDON

PARIS

BOSTON
Travers D. Carman
194 Boylston Street



In this part of Kennedy Heights are 123 residence buildings. Here, 76 Enquirers are delivered every morning.

"On top of the world" with
Mrs. Kennedy Heights

Stand on the brow of the bluff overlooking Norwood. The whole world, it seems, lies at your feet and the high plateau on which you stand must surely be fabled "land o' dreams."

And so it is—to Mrs. Kennedy Heights. Here a host of her dreams have come true. That trim brick bungalow; that car in the driveway; and the baby girl playing in the checkered sunlight of the screened-in porch—there's a dream indeed!

Vines are already weaving a frame about the living room windows; by next spring the hedge in front will be waist-high. Oh, Mrs. Kennedy Heights' home will be worth going miles to see. And the interior is just as attractive—everything tasteful and practical, too.

Yet Mrs. Kennedy Heights will tell you her beautiful new home has not cost so much. Shopping wisdom—that's the secret. And here The Daily Enquirer has helped her. For Mrs. Kennedy Heights reads this paper as regularly as the breakfast hour comes round. And her neighbors read it, too. In this community are 432 residence buildings; here, 297 Daily Enquirers are delivered.

Mrs. Kennedy Heights will be buying for that home of hers and that family of hers for years to come. If you, Mr. Advertiser, would turn some of her buying in your direction, the way is open: Advertise to her in the great morning paper she reads!

N. B. This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of this suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.

I. A. KLEIN
New York Chicago

R. J. BIDWELL CO.
San Francisco Los Angeles

THE CINCINNATI ENQUIRER

"Goes to the home, stays in the home"

This is a
DELINEATOR *House*
Built by a
DELINEATOR *Reader*
From a
DELINEATOR *House Plan*
in

The DELINEATOR

Founder of BETTER HOMES IN AMERICA

CHICAGO NEW YORK SAN FRANCISCO

Volume Five
Number Eleven

Advertising & Selling
FORTNIGHTLY

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WHOSE is the most authoritative opinion as to the selling power of various individual advertisements — the advertising man's or the consumer's? And exactly to what extent may the opinions of the latter be regarded as criteria? These questions are answered and enlarged upon by Mr. Giellerup in this issue. The tests which are described are detailed and illuminating, and they bring to light some rather startling disparities between the opinions of the two above-mentioned groups concerning a certain series of advertisements.

M. C. ROBBINS, PUBLISHER
J. H. MOORE, *General Manager*
OFFICES: 9 EAST 38TH STREET, NEW YORK
Telephone: Caledonia 9770

NEW YORK: F. K. KRETSCHMAR, TODD BARTON
SAN FRANCISCO: W. A. DOUGLASS, 320 Market St. Garfield 2444
CHICAGO: JUSTIN F. BARBOUR, Peoples Gas Bldg.; Wabash 4000
NEW ORLEANS: H. H. MARSH, Mandeville, Louisiana
CLEVELAND: A. E. LINDQUIST, 405 Swetland Bldg.: Superior 1817
LONDON: 66 and 67 Shoe Lane, E. C. 4: Telephone Holborn 1900

Subscription Prices: U. S. A. $3.00 a year. Canada $3.50 a year. Foreign $4.00 a year. 15 cents a copy

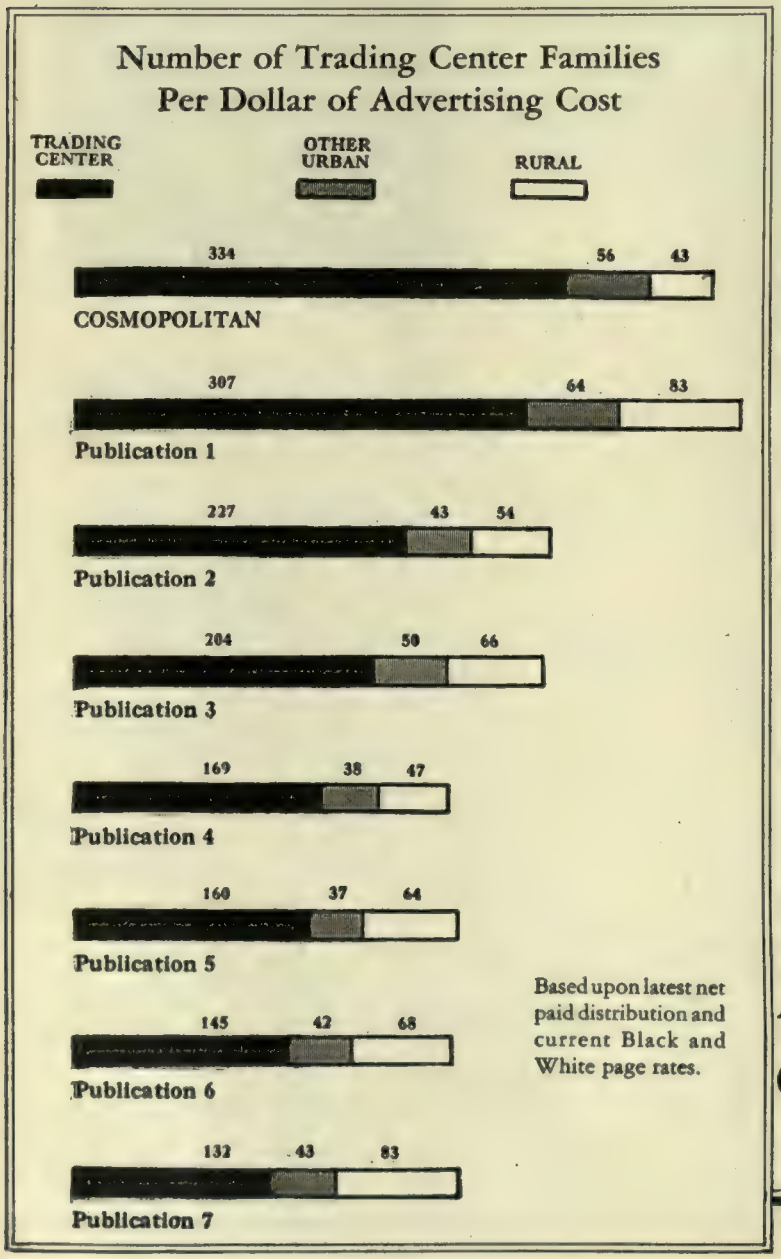
Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising, Advertising News, Selling Magazine, The Business World, Trade Journal Advertiser* and *The Publishers Guide. Industrial Selling* absorbed 1925

Member Audit Bureau of Circulations and Associated Business Papers, Inc. Copyright, 1925

Circulation That Parallels Sales Effort

THE community system of market analysis, in its broadest sense, is more than a plan for selling Cosmopolitan to its readers. The method is one of general importance and value — an instrument in sales building, just as applicable to any other sales or advertising effort as it is to marketing this magazine.

In the purchase of circulation, the advertiser recognizes distinctions in value as to type of reader. But there is another important factor in measuring circulation — consideration of *where* the reader lives. This, in our opinion, is a still further refinement of circulation value that enables the advertiser to control more scientifically the cost of selling.



By its circulation concentration in the 663 Key Trading Centers, Cosmopolitan accurately parallels the intensive sales efforts made by all successful manufacturers to cultivate the dominant market which the Trading Centers represent. Cosmopolitan's concentration in this market, as compared with other important national publications, is shown on the accompanying chart.

As surely as "things equal to the same thing are equal to each other," the fact must prevail that as Cosmopolitan's sale is built by sound marketing methods, so the pages of Cosmopolitan give the manufacturer the foundation for a sound system of marketing his product.

Hearst's International
Combined with
COSMOPOLITAN

SEPTEMBER 23, 1925

Advertising & Selling
FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors: Robert R. Updegraff Marsh K. Powers Charles Austin Bates
Floyd W. Parsons Kenneth M. Goode G. Lynn Sumner R. Bigelow Lockwood
John Lee Mahin James M. Campbell Frank Hough, *Associate Editor*

Are You Sacrificing Future Markets for Immediate Sales?

By Walter F. Wyman

General Sales Manager, The Carter's Ink Company

THERE is no question but that we have entered into an era in which only the fittest will survive and in which the weak spots in marketing will be tested as never before since 1913.

In the past twenty-five years the self-elected leaders of merchandising have frequently and all but openly claimed that aggressive, well-balanced methods would sell anything. It must be confessed that these exponents of what was once "intensive," later "high pressure," and now "sales engineering plus" tactics can point (if not with pride) to many seeming proofs of their statement. But it must be remembered that with the exceptions of 1908, 1913, 1914 and up to 1921, the public has bought so freely that a buyer's mistakes moved out of dealers' stocks before the educating moment of loss was reached.

The dealer was seldom even alarmed and seldom forced to cut prices and profits, even to move purchases made without semblance of sound reason and certainly not backed by sound value. Thus, in the main, both our wholesalers and our retailers up to 1921 have been fortunate because of consumer willingness to overpay and to accept less than best values. This good fortune had all but abolished caution, all but decayed the common sense which must be behind business success.

© Brown Bros.

Since the fall of 1920 in some cases, and since early 1921 in the balance, American business has forced, either consciously or unconsciously, a new condition and one which now must be considered as normal rather than any other standard we have ever known. In the long future ahead it will not be safe merely to be able to sell the merchant, or safe for the merchant to buy merely on the basis of his previous success in re-selling at a profit the exact article again offered.

Already manufacturers are finding that their contingent liabilities, not only from stock which the retailer has previously moved rapidly, but also from wholesalers, is amounting to a dangerous total. For the same manufacturers who took advantage of sellers' market rigidly to eliminate many trade abuses are now caught by a condition which they fail to visualize. When their problems were largely to manufacture to meet demand which poured in steadily they simply refused to consider as a problem the growing tendency of dealers to regard goods as returnable—a condition which, strangely enough, came into being even in boom times.

In many industries today, the retailer, regardless of whether he has paid for an invoice or not, regards the merchandise as his own when it sells, but as the manufacturer's when it fails to move rapidly from his shelves.

But it is not such a single phase of business as the returned-merchandise problem that each manufacturer should now face. After all,

returned merchandise at worst threatens only certain industries with loss instead of profit, and, more frequently, only certain enterprises within certain industries.

Every American manufacturer during the next decade must fight for continued profitable existence, unless he is so blessed by fortune that his products are quasi monopolies or at least that they are so essential and his manufacturing costs so pleasingly low that he can withstand organized competition as well as the new buying attitude. In building marketing policies that will wear, there are three leading elements of importance that must be carefully analyzed: (1) Product, (2) price, (3) terms of sale. All three claims bear directly upon the character building of marketing policies and failure to consider any one of the three, or even wrongful emphasis on any one of the three, endangers the entire structure.

The idea that "good, up-to-the-minute, high-pressure methods will sell anything" has all but disappeared in connection with the sale of merchandise. Remnants of the idea are still to be found in connection with the marketing of more or less fraudulent securities, but even in that field appealing to the weakness of human nature which desires much for little it is pleasing to report diminishing returns. In the long future ahead the consumer looms as the outstanding figure. It will not be enough for an article to be sold by the manufacturer to the wholesaler, by the wholesaler to the retailer, and from the retailer's shelves to the consumer. Beyond that point the article must render service which will satisfy the consumer with its value.

Each product must live up to the ultimate user's expectations in: (A) Economy, (B) Service, (C) Convenience, (D) Comfort, (E) Luxury—taken singly or in combination.

The consumer "knows the War is over" and expects after-the-war values in at least one of these five factors. If he purchases an article to reduce his cost of doing business or his household cost of living, that product must live up to his expectations of economy in use. The manufacturer no longer can expect his ad lib. claims for economy to pass unchallenged if they are built upon the sands of unusual conditions. The recent failures in the field of household machinery proved conclusively that the moment the consumer remembers the maker's claims he promptly advises at least the circle

[CONTINUED ON PAGE 47]

Guaranteeing via the Sample

By Malcolm Wingate

"IF you think you have sunk money fast enough to take your breath away in advertising by means of white space in publications, through direct-by mail methods, or through demonstrators," said an experienced national advertiser, "then try sampling. If you do you will find your hair rising on end of its own accord. I know of few more effective ways to get rid of a bank balance."

Visit any food show and the reason for this will be apparent. Everybody wants samples. Everybody reaches out instinctively for something that may be had for nothing and the result is that an enormous number of samples fall into the hands of people who are anything but prospective customers. In this manner the purpose of sampling is so often sidetracked; but not so its expense.

Colgate & Company have used sampling in almost every conceivable form for many years, and they have a pretty good idea of the advantages and disadvantages of most methods. Just recently they have evolved a scheme which eliminates much of the waste caused by the samples falling on barren soil. It is being used in connection with their rapid shave cream. When a customer now buys a tube of this he finds attached to it a generous sample of the same product. The wrapper on the sample tells the story. It reads: "This Giant Tube is our guarantee of or faith in Rapid Shave Cream. Please try it. If you don't get the best shave you ever had, return the regular sized package to your dealer and your money will be refunded." Thus the customer can give the regular rapid shave cream a trial of at least two weeks and still retain the privilege of returning and having his money refunded.

This system has its obvious advantages. We can readily assume that very few people will demand their money back after having enjoyed several weeks of free shaving lather. Then again in the few cases where it is returned to the dealer it can be put back in stock or returned to the manufacturer for credit.

One of the big advantages of this system is that it keeps the sample out of the hands of the mere curiosity seeker, because it calls for an outlay of money before the sample can be obtained. Incidentally this method permits the amount of product sold for a given price to be temporarily increased and then later decreased without fear of controversy with its purchasers.

Customer Stockholders and Their Good Will Sales Value

By J. George Frederick

"TO my mind," said the banker, "one of the strongest reasons why you should decide on this move is because it will put your stocks out in the hands of the public, and thereby very favorably affect your good-will."

"But what far-reaching value can a few hundred stockholders have for my good-will?" replied the manufacturer, skeptically.

The banker smiled. "A few hundred, did you say? I will give you my personal guarantee that inside of three months we will have your stock in the hands of no less than 100,000 people—probably more.

"A hundred thousand owners of your stock," the banker continued, "almost certainly means 100,000 customers for your goods; *permanent* customers. It proves itself in my own household. My wife owns some Swift & Company stock, and only Swift hams, bacon, etc., come into our house. That particular company has long been aware of this situation, and each year it issues a very handsome booklet, meant for stockholders; a booklet which its advertising department prepares with as much, if not more, care than if it were for the regular sales channels of distribution."

"A hundred thousand stockholder customers," mused the manufacturer. "Why, man, the way we figure, a customer is worth $50 a year to us. That means—if all the stockholders will be new customers, that they will be worth $5,000,000 as an asset!"

"Well, of course," smiled the banker, "it is likely that the best prospects for sale of your stock will be among your present customers. But the retailers of securities all over the country who will buy your stock from us will undoubtedly, in effect, be good salesmen for your goods. The clinching of good-will which occurs when one of your customers buys your stock is a tremendously valuable thing; it makes the stockholder rather immune from competition; more responsive to your advertising, a more loyal, more free user of your goods. And very naturally, also a booster for you to other people."

STOCKHOLDERS are almost invariably customers of the concern in which they hold the interest. The more stock sold, the more good will created and the more customers partially removed from competition

No subject of recent discussion has had the stunning surprise in it that has come out of the matter of widespread stock ownership. The tremendous development in this field has taken place since the Armistice. It is not a mere matter of doubling the number of stockholders. It appears, in many instances, to be a matter of trebling and quadrupling.

For instance, in the telephone and telegraph field there were 107,000 stockholders in 1918 and 371,600 in 1925. This is actually more than trebling the number of individual owners of such stocks; and for marketing executives the leadership of the telephone and telegraph stocks in this regard is particularly significant, for the companies in this field have been consistent and extensive advertisers in many types of media.

The New York Central has made astonishing progress in a new direction, putting on a campaign to sell stock to their employees. The number of shareholders in the New York Central as a result is now 78,000 instead of 36,000. Individual utility companies have made striking records in widening the distribution of their stock. The Consolidated Gas Company of New York in 1922 had about 12,000 stockholders and this year, three years later, it has over 60,000—largely made up of employees and consumers. This is an astounding ratio of increase, but nevertheless this record is duplicated by some others.

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The Decline of an American Industry

And What Our Small Arms Manufacturers Could Learn from the Automobile Manufacturers

By E. T. Keyser

THE first revolver that I dropped into my hip pocket cost me $10.50 over the counter and no questions asked by the dealer. Any family could have as many pistols distributed through its house as its finances permitted and a burglar calling upon said family realized that he was taking chances of subsequently assuming the rôle of amateur lead mine—so, he called infrequently.

Any reputable citizen could easily procure a license to carry a pocket cannon and those who might desire to hold him up also took a long chance on not being perforated in the operation.

In those days, the average automobile cost about $4,000—cash—and was barred from our parks and many thoroughfares. When an autoist passed a restive team of horses, it was his job to run off the side of the road and stop until the team was placated. He had no rights and was the target for all sorts of abuse—for which he must stand or fare badly in the courts.

Today, a pistol, supposedly as good, certainly no better, retails at $25.00 and the purchaser must display a license or permit before the dealer will hand one over. To carry it or keep it for home protection, the owner must submit to all sorts of red tape and acquire a pull with the authorities.

Meanwhile the average cost of the automobile has dropped to considerably less than $1,000.00 and anyone who can read and write, is not blind or badly crippled can obtain a license to run it.

It has been given the freedom of all parks and roads, including the once famous New York Harlem River Speedway and, despite the fact that more people are killed and injured by it each month than by firearms during the entire year, the public has been educated to the view that it is reckless drivers, not the auto which is at fault.

The car has been of such assistance to criminals that it has developed a new technique in hold ups and burglary, while the indifference to the sound of pistol shots in our city streets is due to the fact that they may be distinguished only by an expert from the backfiring muffler of some careless autoist.

The house holder who wings a burglar today is in for anything from a prison sentence to a mighty bad grilling while an autoist, at the expense of a few dollars for an insurance premium, can damage property up to $1,000 or two individuals up to $5,000 each and his insurance company will take all legal expenses and bother off his hands and mind.

For larger amounts, in premiums, he can do more expensive hell raising.

The reputable citizen is told that he must look to police protection against banditry — that any effective means of self protection are crime inducing.

At the same time, the authorities, acknowledging how helpless they are to protect the innocent and law abiding autoist, from time to time endeavor to enact compulsory auto insurance in order that victims whom they are unable to save from other's recklessness may get something in the way of compensation for injuries from financially irresponsible car owners.

Starting as the protector of the business and professional man and the traveler and the home guard of the reputable house holding voter, the pistol has sunk, in the eyes of the

[CONTINUED ON PAGE 70]

Editor's Note

IN view of the propaganda in many of our leading magazines and newspapers (and several editorials in the FORTNIGHTLY) directed against the unrestricted sale of firearms, we believe our readers will be interested in this article which presents one phase of the other side of the story. While Mr. Keyser does not advocate the promiscuous sale of pistols to minors, morons and irresponsibles, he does point out that the present precarious situation of the American small arms manufacturers is due in no small part to their failure to recognize the need of legitimately influencing public opinion.

Without wish to prejudice any of our readers against the ultimate advisability of Mr. Keyser's suggestion, we cannot refrain from quoting herewith a paragraph from an interview with District Attorney J. H. Banton of New York County, which recently appeared in the New York *Times:*

"Undoubtedly the pistol, the small, deadly weapon so easily hidden and so effectively used upon occasion, is the greatest agent of violent crime and makes possible unnumbered depredations against society that could be prevented by strict prohibitive measures. . . . Let us prohibit interstate shipments except to duly consigned persons. . . . I think we should also ask the cooperation of the press and periodicals everywhere in checking the sale of firearms. Many publications print advertisements of deadly weapons, apparently with no thought of the consequences."

Possibly Mr. Banton's views would be altered by such publicity as Mr. Keyser advocates.

They Auction Second-Hand Machinery by Mail

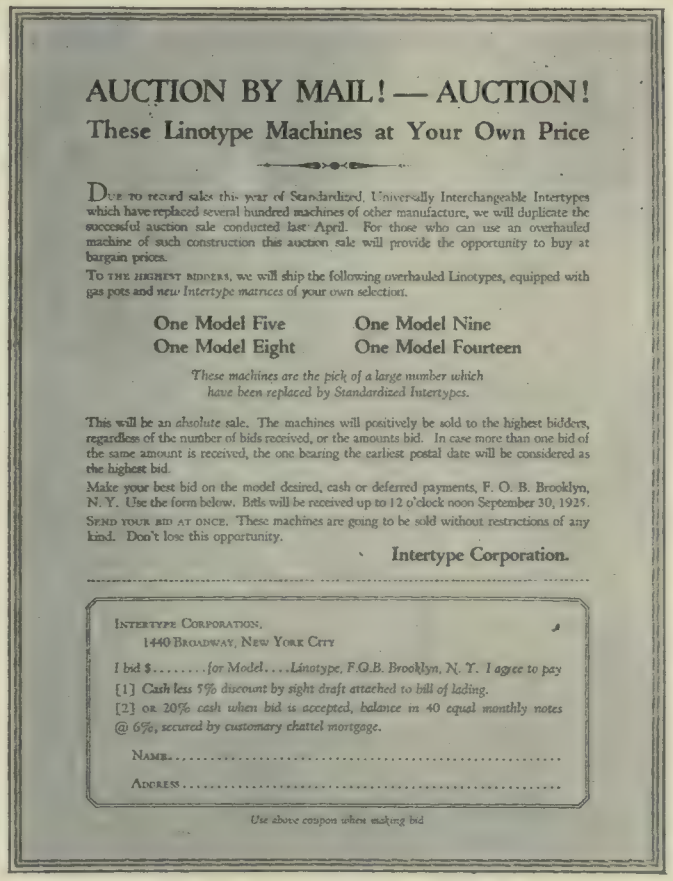
By A. Rowden King

THE idea of conducting an auction sale *by mail* is something unique. As far as is known, it had never been tried until the Intertype Corporation first hit upon the novel idea and tried it out in April of this year.

The Intertype Corporation makes machines for the mechanical setting of type for printing purposes. Its new machinery is fairly expensive and, as is the practice in many another industry, it follows the plan frequently of accepting old, second-hand typesetting machines in part payment for new Intertypes. Thus the corporation often had on hand more second-hand machines in good condition than it could ordinarily dispose of by usual methods. And it was in connection with the selling of these machines that the idea of the auction sale by mail suggested itself.

The trade customs and practices in this business are, in many respects, very similar to those obtaining with the selling of manufacturing machinery of most kinds. Such typesetting machines are frequently bought by individuals and organizations who already are established users of them, including publishers, printers, schools, colleges, etc., for the purpose of displacing less desirable models.

Following out the idea of the auction by mail campaign, four "traded-in" machines of different models were selected and set aside for this novel sale. An announcement of the sale was sent by mail to a list of several hundred known users of typesetting machines and to prospects. This announcement named the four models and contained descriptive details of each of them. Nothing was left to the imagination in this direction. The copy could scarcely have been written in more detail if it had been intended especially for a mail-order catalog.



AUCTION BY MAIL! — AUCTION!

These Linotype Machines at Your Own Price

Due to record sales this year of Standardized, Universally Interchangeable Intertypes which have replaced several hundred machines of other manufacture, we will duplicate the successful auction sale conducted last April. For those who can use an overhauled machine of such construction this auction sale will provide the opportunity to buy at bargain prices.

To the highest bidders, we will ship the following overhauled Linotypes, equipped with gas pots and *new Intertype matrices* of your own selection.

One Model Five — One Model Nine
One Model Eight — One Model Fourteen

These machines are the pick of a large number which have been replaced by Standardized Intertypes.

This will be an *absolute* sale. The machines will positively be sold to the highest bidders, regardless of the number of bids received, or the amounts bid. In case more than one bid of the same amount is received, the one bearing the earliest postal date will be considered as the highest bid.

Make your best bid on the model desired, cash or deferred payments, F. O. B. Brooklyn, N. Y. Use the form below. Bids will be received up to 12 o'clock noon September 30, 1925.

Send your bid at once. These machines are going to be sold without restrictions of any kind. Don't lose this opportunity.

Intertype Corporation.

Intertype Corporation,
1440 Broadway, New York City

I bid $.....for Model....Linotype, F.O.B. Brooklyn, N. Y. I agree to pay
[1] *Cash less 5% discount by sight draft attached to bill of lading.*
[2] or 20% *cash when bid is accepted, balance in 40 equal monthly notes @ 6%, secured by customary chattel mortgage.*

Name.....

Address.....

Use above coupon when making bid

The plan of the sale was also explained and a coupon was provided for the convenience of the bidder. A given day and hour at the end of the month was established and explained as the time set for the closing of the sale. Each machine was to be "knocked down" to the highest bidder.

Of the result in the case of this auction conducted by mail last April G. C. Willings, vice-president of the Intertype Corporation, has this to say:

"In one case, two bidders offered exactly the same price for the same model machine, but there was a difference of two days in the postmarks on the envelopes containing their bids. The first bidder received the machine in question, but within a few weeks a new Intertype was sold by us to the losing bidder, thus making this auction by mail doubly valuable to us.

"We achieved more than the results hoped for. In addition to selling four traded-in machines, the corporation was enabled to get in touch with many unsuspected prospects, thus being able to pave the way for the making of new friendships by Intertype salesmen which later resulted in a large number of Intertype sales."

Indeed the sale was considered so successful that the corporation only recently mailed out to a larger number of known users of typesetting machines than before an announcement of a new and enlarged auction by mail, the results from which are expected to be even better than those from the previous effort in this direction.

A part of this announcement is here reproduced which will undoubtedly prove of vital interest to many sales managers and merchandisers generally who are continually on the lookout for new and promising methods of selling.

Just how far the auction by mail method of merchandising is capable of being developed remains to be seen. Of necessity, it undoubtedly can be applied only to that type of merchandise with which the unit of sale is a large one. In other words, only manufactured products costing at least several hundreds of dollars each at a minimum price can be handled satisfactorily in this manner.

Let's Stop Guessing About Copy

If You Want to Know What Will Make Readers Buy, *Ask Them*

By S. H. Giellerup

SUPPOSE someone challenges *your* judgment on a particular advertisement, or you challenge *his*. How do you decide who is right? Do you settle the question by discussion? By conference? By compromise?

There is a far better way. For several years investigators have been looking for it. Running the advertisements and checking sales or inquiries they felt was a clumsy method. They sought one that would be more accurate; a quicker, simpler method; a method that cost less.

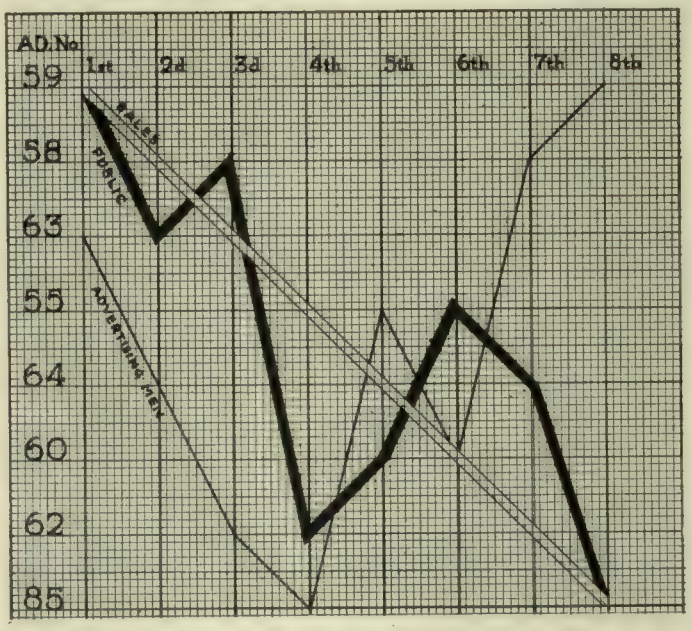
"Are people able to tell you which advertisement will most quickly get them to buy?" That was the question the investigators asked themselves. Then followed experiments. They submitted advertisements to relatively small but typical groups of readers. They averaged these readers' opinions.

Prof. Daniel Starch in his book, "Principles of Advertising," describes some of the forty or fifty experiments made by him. He refers to similar experiments made by Hollingsworth and Strong. *The conclusions of these men are that the method is sound.*

But is it? It would be disastrous to take its merit for granted. To accept on a basis of hunch, guesswork, or individual opinion, a method the very object of which is to do away with hunch, guesswork and individual opinion regarding the likes and dislikes of millions of readers.

I did not wish to take it for granted. Neither did my associates. We wanted to see for ourselves, and see we did.

The first test of its merit was made with advertisements of a famous toilet article, one that 92 magazine readers out of 100 are familiar with. There had been some differences of opinion about appeals. Four different types of copy had been proposed. Each type had its protagonists. A test was necessary, and the test most readily acceptable to all concerned was a test by sales. But, before the test by sales was made, the advertisements were submitted to the public and to a number of individual advertising men.



The public was asked "Which of these advertisements will most quickly get you to buy?" The advertising men were asked "Which of these advertisements do you think will make the most sales?" The two answers were very different; the advertisement placed first by the public was placed last by the advertising men.

Then the advertisements ran. Sales were counted. The public won. The advertisements which people said would most quickly get them to buy *made the most sales.*

This was the first of several such experiments. The results of others will be given in future articles. You can decide for yourself whether the method is sound. Perhaps you will want to test it yourself.

The main difficulty in such tests is the checking of sales. It is necessary to know the results from *each* advertisement. In the test referred to a special offer was made. But it was hidden. Readers could not know that two articles were offered for the price of one unless they read to the end of the text.

The advertisement appeared in six cities — Hartford, Allentown, Springfield, Ohio, Ft. Wayne, Duluth and Mobile. Sales were made at a lower cost in some cities than in others. This and other factors were taken into account in the final reckoning.

Before the advertisement appeared they were submitted, as already mentioned, to the public. A letter was written and mailed to several hundred people in Albany and Syracuse. We got their names from the telephone books. Each was a residential subscriber; otherwise they were picked at random.

Proofs of the advertisements were inclosed and the recipient was asked to choose. Sixty-nine complied. The ranking of the eight advertisements was based on these sixty-nine opinions.

Some may feel that the inability of the advertising men to predict the result is a reflection on the profession. Consider, however, that there were only three advertising men. There were sixty nine readers. It is seldom that you can get a true cross-section of human preferences from less than thirty people. Hence it cannot be said that the opinion of an individual advertising man is of less weight than the opinion of an individual reader. But it can be said that no one advertising man knows the likes and dislikes of enough people to foretell what thousands, often millions of people will choose to read.

In this respect the advertiser is no different from the publisher of books or songs, from the producer of films or plays. Phenomenal successes cannot be predicted. Until

[CONTINUED ON PAGE 67]

Coordinating the Steps of a Sampling Campaign

By Thomas J. Grace

Sales Manager, Gorton-Pew Fisheries Company, Gloucester, Mass.

SAMPLING from house to house—crew work as it is often called—is one of the best known methods of introducing a grocery specialty. However, after the territory has been decided upon it is necessary that a good specialty salesman be sent into this market. He calls upon the local retail grocers, tells them what the house intends to do, and asks their support. That is, that they feature the goods in store windows, on shelves and on counters, that they make use of the advertising material which he gives them, and, in general, cooperate with the sampling crew in that town. At the same time, grocers who do not have the goods in stock are expected to order from the retail salesman.

After the actual sampling is done, very frequently billboard campaigns or perhaps newspaper advertising comes along as a follow-up in order to capitalize on the expensive campaign that has been put across in that town. Then when that is done the salesman is brought back into the market. He calls on the retail grocer again, goes all over with him the work that has been done, finds out whether or not it has been productive, whether women have been in inquiring for the product, and tries to get, as nearly as he can, a fairly accurate idea of the number of people who really have responded to the sampling work.

Now there is another form of crew work that is just a little bit different from sampling. This deals with demonstrations, and to do that work it is really necessary to hire young ladies of very high intelligence. It is necessary to get into the home and interview the lady of the house and show her in a very diplomatic way how to use the product that you intend to demonstrate. That is not always very easy. But you can always get people to do it if you go the right way about it.

When those ladies get into the homes, they must make a practical demonstration that will last from fifteen to twenty minutes in each house. If the lady called upon is not a user of the product, the demonstrator will endeavor to sell her an order, to be delivered through the local grocer. That signed order will be turned over to a man already placed in the market, who will take that order to the retail grocer and endeavor to sell him.

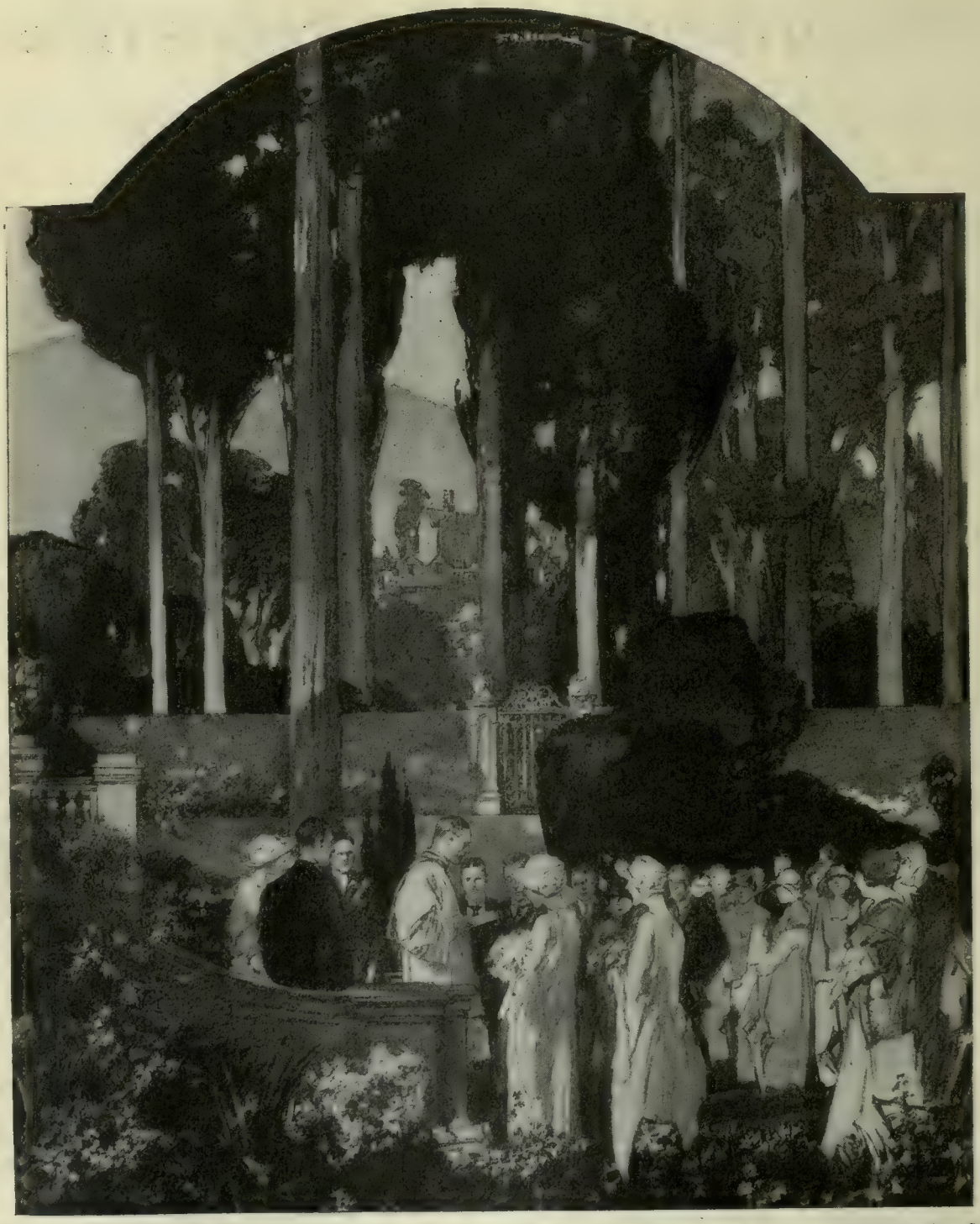
This is very much more expensive than sampling work, because the young ladies whom it is necessary to hire for that kind of work expect, and are entitled to, a pretty good salary. And sometimes, depending upon the size of the market, there will be six or eight or perhaps twelve of those ladies working in the one market at the same time.

[CONTINUED ON PAGE 62]

Portions of an address delivered before the advertising class of Columbia University under the direction of H. B. Le Quatte, president of Churchill-Hall, Inc.

© Brown Bros.

ADVERTISING at the source of supply is essential to the success of a sampling campaign. Subsequent advertising in newspapers, on billboards and through pamphlets increases the urge to buy, but it is the advertising material so displayed as to catch the attention of the customer when he enters the store that connects the buying idea with the impressions gained previously



Drawn by F. R. Gruger for International Silver Co.

MR. FREDERIC R. GRUGER, according to a reliable and confidential agent, can make the smallest-size Brownie Kodak lie down, roll over, and jump through. To an exasperated inquiry from the proprietor of an expensive lens he replied, in effect: "No, I don't know anything about cameras. But I know something about light." . . . The series of his drawings which is now doing so much to dramatize solid-silver wedding gifts for International Silver is proof of his modest explanation. For with no more delicate an instrument than a stub of charcoal he renders the whole range of color from white phlox in the foreground to black cypress beyond the wall, making his planes not by perspective but by light. And if you ever heard Mr. Gruger digress on the subject of Brangwyn, Rubens and Company, you will understand a little of the enthusiasm he has for making *whole pictures* like this one

The Magic of Things in Selling

By Arthur T. Corbett

RECENTLY an Atlanta furniture store succeeded in getting that Southern city about two-thirds agog by sending out, to prominent citizens, miniature hour-glasses without a word of explanation. The Mayor received the first one, and he couldn't figure it out. The reporters got wind of it and all the papers carried an item about it. And then other citizens began to receive the mysterious little time measurers, and they became curious. Who was sending them? What were they all about?

Finally the secret came out: The Haverty Furniture Company was to celebrate its 40th anniversary with a big sale and it had taken this method of stirring up curiosity.

Now the point that interests me about this stunt—and the significance behind it, it seems to me, is this: a *thing* was used instead of a piece of printed matter.

Why are we men who are responsible for advertising and sales so everlastingly tied to letters and printed matter? Why do we not use more *things* to attract attention, arouse curiosity, stimulate interest, develop conviction?

One of the most successful salesmen I know, who has landed a great many big orders, rarely writes a letter; yet much of his selling is done by mail. He does it with *things*—novelties, toys, books, flowers, pictures, whatever will help him to say what he wants to say in a way that will attract attention and make his message stick.

For example, he may be walking along the street and pass a novelty shop and see in the window some novelty that strikes him as if it might be made to help him register a certain idea or fact or argument on a prospective customer. He will stop in, buy it, and mail it, with his card attached on which he will write a message calculated to drive home this idea or fact or argument.

What happens? The recipient opens the package—and who doesn't like to open packages?—and takes out the article, and for the time being his mind is more than likely to be completely filled with the thought this salesman is trying to get across to him.

He can't *file* the thing, as he could a letter. And he hasn't the impulse to throw it into the waste-basket, as he might a piece of printed matter, for it has a certain amount of intrinsic value. What can he do with it?

Well, generally he places it on his desk, just north of his blotter, and it stands there for hours, or even for days, reminding him of this salesman and of the message the salesman is trying to get over to him.

Struggle against it as he will, he can't avoid grappling with whatever the salesman intended he should grapple with, whether an idea, an argument, or a set of facts or figures.

But this salesman doesn't confine himself to novelties. I recall once when he was just about convinced that he was not going to be able to land a certain order because of price, he analyzed the situation and then stopped in at a paint store and bought a small can of a certain well-known varnish and mailed it to the prospect with his card tied to the neck of the can. On the card he wrote:

"You've seen this varnish advertised and you know what a reputation it has. It is an expensive varnish *but it is worth all it costs because it will stand the gaff*. Our ——— are finished with this varnish and that's *one* of the reasons they are worth the few dollars extra that they cost."

HE had told the prospect this before, but he knew it hadn't registered; so he sent him the can. Then he set out to visualize the other outstanding qualities of his product that were responsible for its cost and its quality, by finding *things* that would impress his arguments. After the second mailing (which was a pocket knife and a small block of the wood from which certain parts of his product are made, with instructions to the prospect to test the quality of the wood for himself with the knife) and before he could find a suitable third mailing, he received the order with a letter from the prospect reading in so many words, "I surrender!"

To another prospect who was stalling on price this salesman sent a book. It had nothing to do with his product or his line of business, but in it was just one paragraph which was so cogent as an argument for his product that he bought the book and turned down a corner of the page on which this paragraph appeared and in the margin beside it wrote with a red pencil: "This writer must have been thinking of our —— when he wrote this!" and signed his name. Then he mailed it and waited awhile.

WHAT could the man do? He couldn't throw the book away. He laid it on the corner of his desk, and there it stayed for two days, reminding him of this salesman's argument every time he glanced at it. The result was that on the afternoon of the second day, when the salesman called, he promptly landed the order.

"I'd send a man a bowl of gold fish or a cake of maple sugar or a toy airplane or a pair of pliers or a copy of *Life* or a plate of hot biscuits from a nearby restaurant—or anything else you might mention within reason—if I figured it would help put over a sale for me," declared this salesman.

Obviously, the "packaged sales argument" is most appropriate when the prospect list is composed of one—or a half hundred—and where the expense of a small printed edition would be prohibitive from a cost standpoint. Moreover, I have found that thinking in terms of *sales impressions* usually results in an improvement of big printed editions. It is not the number of words or the variety of pictures or the number of colors of ink that makes a booklet or a folder or an illustrated letter effective. It is the quickness, ease and simplicity with which a sales argument is registered on the mind of a buyer, and in obtaining these results no effort or reasonable expense should be spared.

And after all, isn't that what is needed in selling today; the kind of strategy that will short-cut to the prospect's attention and register sales points so definitely and so strikingly that he can neither escape them nor forget them?

When the Salesman Backs the Credit Man

By J. H. Tregoe

THE question of salesmanship in the commodity field is of interest to my profession because there is not that amity and understanding between sales and credits that should prevail in order that our country's business might have the advantage of an alliance and a better understanding between two important phases of business activity. In order to cultivate that spirit the salesman will have to cultivate a credit sense and the credit man will have to cultivate a sales sense. When that happens there will be more joy and greater satisfaction in business.

I am not laying out an easy task. It is most difficult to understand the elements of credit. Credit has become a profession. Dealing with it properly is professional work, and to cultivate a credit sense requires the study that is not always given to an allied subject. But it is a worthwhile study, for the salesman who knows the proper uses of credit and how easily it may be abused, is a better and more profitable salesman for his house, and a better business man for that knowledge.

J. H. Tregoe
Executive Manager, National Association of Credit Men

Some business men speak of credit as though it were something commonplace when it is actually something most extraordinary. Remove credit from our Nation today and seven-tenths of our enterprises would shrivel up and be unable to function. We haven't enough money in this Nation to do its business.

As I write this article millions of dollars' worth of commodities are finding their way all over this Nation on terms of credit. What does this mean? It means that a value has been exchanged for a human element; and it also means that a sale and delivery of goods on credit terms is only a half-way sale. Not until the credit in this transaction has been extinguished and repaid, is the sale complete and satisfactory and one that gives profit to you and your house.

When you approach the buyer and induce him to take more than he can digest you pat yourself on the back and say, "Good fellow! I am a capital salesman."

I recall the instance of a young chap who started for the Pacific coast. When he took his first order he sent it to his house and wrote, "Send me a check for $100. This is a feather in my cap." The house, unfortunately, had failed and a facetious credit manager sent back two feathers and replied, "Place one under each arm and fly home. The house is busted."

Selling goods right means that credit is right. And what is credit? Credit is the man you are selling, not yourself. We make a great mistake in saying "credit granting". There is no such thing. We do not grant credit; we take credit. You give your commodities and take the buyer's credit in exchange for them. That is the transaction and the elements back of the credit—the elements to make it safe credit—are Character, Capacity and Capital.

When you look around at a stock of merchandise, when you try to appraise what a merchant may need in the way of goods, you must appraise him to make it a satisfactory, a practical and a sensible sale. You must try to discover if that buyer possesses the elements which will assure that when the contract expires the credit will be extinguished and your house will get the value.

The credit facilities of our Nation have made possible the great commerce of which we are so proud. Yet in that commerce there is a serious annual wastage because we have not appraised the buyer properly. The National Association of Credit Men in 1924 calculated this wastage at the great sum of $500,000,000; the loss to the legitimate merchant by competing with distress merchandise put the total loss at $700,000,000. These facts warn us that we need salesmen who look at quality sales and not only at quantity sales.

We are at the present time in a period of danger because our great credit system is being used for the development of a type of sale which, if expanded much farther would, in a time of distress, bring its reaction in greater distress. This is the type of sale that encourages extravagance and causes people to mortgage future incomes for immediate satisfaction. Credit that is used for individual purposes, for individual

[CONTINUED ON PAGE 66]

THE · EDITORIAL · PAGE

Blocking the Wheels of Progress

OUT in Denver the retail grocers seem to have scored a victory over the rolling grocery store—"Your Store at Your Door"—by obtaining the passage of a city ordinance placing a license fee of six hundred dollars per year on such trucks. In effect the city is charging a rental of fifty dollars per month for each "truck" operated as a rolling grocery store.

If the rolling grocery store—or any other kind of "rolling" store—actually uses the streets and facilities of the city to an extent that justifies such a "rental," it is only right that it should collect it in the interest of its citizens; but if this ordinance is inspired primarily to make it hard for the rolling grocery to compete with the stationary one, then it becomes at least questionable whether the best interests of the citizens of Denver are being furthered.

To interfere with any honest attempt to increase the convenience or efficiency of distribution is merely to block the wheels of progress. If the rolling grocery store is uneconomic or impractical, it will roll itself out of its job without the aid of any city ordinance; if it can serve the public better or more cheaply, public interest dictates that it be given a fair chance. The crying need today is for lower distributing costs.

A Neighborly Spirit in Advertising

WHEN *Time* moved its publication headquarters to Cleveland two of the department stores of that city, Halle's and William Taylor Son & Co., devoted space in their regular advertisements in the newspapers to welcoming the publication to Cleveland.

This is a fine neighborly spirit which is steadily growing among advertisers. Not that it is done entirely unselfishly, for such advertising can be, and perhaps generally is, counted upon to build more good-will for the advertiser than the same amount of space devoted to any other message; but nevertheless and notwithstanding, it is a gratifying development in advertising practice for it increases good-will among and toward business men.

Hidden Profits in Industry

EVERY so often a manufacturer should stand off and look at his business, department by department, or product by product, or process by process, and ask himself: "Are there any by-products of this business that we should be marketing and are not?"

The history of business during the past decade is rich in stories of businesses that have found large profits hidden away in by-products that had for years been looked upon as waste materials until some man with imagination or scientific training came along and asked, "Why cannot this be sold to such and such an industry for this or that purpose?" or "Why cannot this be treated so and so and made marketable?"

Some marketable by-products are so hidden that no amount of imagination would discover them; yet they might be discovered by an industrial chemist. Not long since an industrial plant had an analysis made of the water used in one of its processes, which had for years poured into the river which flows past this plant, only to find that it contained a valuable chemical, created in the process, for which there is a good market at a price which makes its extraction gratifyingly profitable. All these years that profit had been pouring into the river!

A business generally succeeds in proportion to the success of its management in marketing the whole business, and of late years many a concern has actually paid its dividends with the money realized on some by-product that had for a generation been regarded as so much waste!

A Market Protection Stipulation

A WELL-KNOWN manufacturing concern making a line of products that are influenced by style changes has constantly to face the problem of disposing of its closing-out numbers at special prices without disturbing the retail trade generally. The concern meets this problem by incorporating in the order at the special reduced price the stipulation that "these goods must not be advertised either under their brand name or this company's name as manufacturers." This does not mean, of course, that buyers cannot offer these goods at a reduced price and display them in their regular containers; but it does mean that advertising capital cannot be made of the sale in a way that might seriously disturb the retail market for these products locally and antagonize other dealers stocking the same merchandise at regular prices.

Is Florida Being Over-Advertised?

FLORIDA is a wonderful State, but just at present it is going through the travail of a professionally manipulated real estate boom which is very likely some day to turn out to be something of a boomerang. And then people will say Florida was over-advertised.

Florida is not being over-advertised; Florida is being over publicized. Not legitimate advertising, but diabolically clever publicity is responsible for the present epidemic of Floridaphobia. When the professional manipulators pull up stakes and strike out for their next stand (and already rumors are afloat as to where it will be), Florida will be better off; and then she will find that her growth and development are best served, not by boom publicity, but by well planned and carefully executed advertising, carried on conservatively and consistently over a period of years.

Good Agency Practice

IT speaks well for advertising agency thoroughness when an agency sends two of the young women from its organization to clerk in a department store that they may practically test out their selling arguments for a certain product before the agency ventures to spend its client's money in advertising.

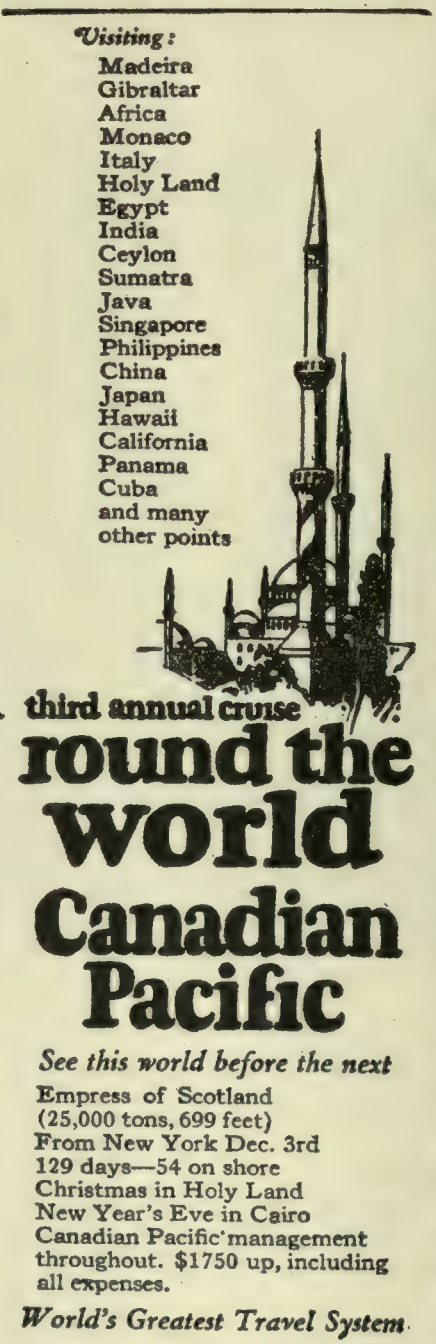
Selling the Tropics

By Charles W. Stokes

THERE is scarcely any other business which in the past has felt the influence of the seasons so markedly as the Atlantic steamship business. Manufacturers of almost every commodity of a purely seasonal appeal have succeeded in finding in the exceedingly wide climatic range of the North American continent a series of out-of-season outlets; but with the approach of winter steamship travel has gone dead. Tourist travel to Europe, reaching its peak-load eastbound in June and July and westbound in July and August, practically disappears by the end of October; not even the advertising of Switzerland or the Riviera as winter resorts have been able to offer any appreciable stimulant. The remaining comparatively thin trickle of business travel has not been sufficient to maintain in service the magnificent ocean greyhounds that ply between this country and Europe in summer, and the custom has been to tie them up in a dry dock and overhaul them.

One cannot figure what it costs to tie up the *Mauretania* or the *Homeric*, from Christmas to the end of April, probably thousands of dollars per day in overhead and lost traffic. But such was the inevitability of the Atlantic business—until one day some one discovered Winter Cruises, and then, instead of being a dead loss to their owners, the crack liners began selling an entirely new product. That discovery was, as a matter of fact, made several years ago; but only in the last half dozen years or so has the Winter Cruise trade reached its present well-organized proportions. And this trade has been built up almost entirely by advertising.

To illustrate the scale which the Winter Cruise business has reached, there already are being advertised 29 cruises next winter, all sailing from New York between October and the end of March. Of these cruises, 7 are around the world, 11 to the Mediterranean, 10 to the West Indies and one to Africa. There are sundry others, not exactly on the cruise basis because they are not on the "all-expense" basis, to South America, etc. These services will be performed by 20 steamships, all of them of the "floating palace" type that the exigencies of North Atlantic travel have created in the last decade.



Of these 29 Cruises, 10 are advertised by tourist agencies acquiring ships under charter, the other 19 by steamship companies direct. They will probably carry between 12 and 15 thousand passengers.

The "conducted party" is a very old idea in travel. Any railway, steamship or tourist agency can quote you a rate around the world, for example, and the ticket that you get, though it might be a yard or two long, has sufficient coupons attached to cover almost every foreseeable contingency, even down to marmalade for breakfast at a hotel in Buitzenborg, Java.

But you have to use a very assorted list of railways, hotels and steamships, and each one loses its interest for you when you leave it. You pack up and next day you are unpacking somewhere else and creating a new temporary home. A long trip is a long succession of temporary homes, of packing and unpacking. At each place you visit, if you visit it for any extended time and wish to enjoy the ordinary amenities of life, you have to create new acquaintances.

On the cruise, however, you have only one home, and that is the steamship which not only waits for you on your occasional absences on shore, but ultimately brings you back to your final port. Your stateroom becomes your home for as long as the cruise lasts, and you do not pack up until off Sandy Hook. And as for company, the same crowd travels with you practically the whole way.

The cruise habit has been built up almost entirely by advertising. Much space is used, bigger space than the steamship companies usually take for advertising ordinary services, and as a rule definite practices have been established in regard to the media used. Appealing as they do to either a thoughtful, cultured, or rich class, they have now begun to learn by experience which form of advertising produces the most prospects; and such is now the competition in the cruise business that every prospect is very consistently followed up. The "copy note" of cruise advertising is color and romance—the color of the Orient, of India, of Tropic Seas; the romance of strange peoples and strange customs. To this is added a hurry-up note—"See the world now, while it is changing, and before it is standardized."

Perhaps the most notable thing

BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn
INCORPORATED

An advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
Frank Baldwin
Bruce Barton
Robert Barton
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
E. H. Coffey, jr.
Francis Corcoran
Margaret Crane
Thoreau Cronyn
Webster David
C. L. Davis
Rowland Davis
W. J. Delany
W. J. Donlan
Ernest Donohue
B. C. Duffy
Roy S. Durstine
G. G. Flory
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Gilson B. Gray
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Clara S. Hawkins
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
S. P. Irvin
Henry S. Jones
Charles D. Kaiser
Dorothy Kenney
R. N. King
D. P. Kingston
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
Harford Powel, jr.
T. Arnold Rau
Winfield Shiras
Irene Smith
John C. Sterling
J. Burton Stevens
William M. Strong
Charles Wadsworth
D. B. Wheeler
C. S. Woolley

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

about cruise advertising is its preparedness. Campaigns are sometimes plotted almost two years ahead of sailing dates. Steamship men are, in fact, beginning to think seriously now of their 1927 campaigns. And for the long cruises, the advertising for next year's cruise starts almost directly the gangway is cast loose from this year's. Cruise prospects do not as a rule make up their minds at the last moment; that process, revolving around what is to many of them a remarkable cultural and financial event, often takes months. One of the best known cruise organizers, a pioneer of the business, carries a small advertisement in the principal papers of America almost every day in the year.

The fact that the winter cruise is a seasonal article seems to have no bearing at all upon the time for advertising it, for it is always advertised out of season. The larger cruises are advertised long before summer starts, and if they sail before Christmas begin to pyramid about August. A definite winter note, a hint of blizzards and zero temperatures, is struck in the middle fall, while most of us are still playing golf and saying how beautiful the autumn tints look. The shorter cruises, such as to the West Indies, do to some extent rely upon a revulsion to actual winter conditions. Any tourist agency will tell you that the first snowstorm will bring in a crowd of prospects; but even at that a great deal of preliminary advertising has been done, so that people returning from their summer vacations meet the first impact of "But think of the cold, cold winter!"

What, finally, is the cruise market?

Prospects divide approximately into five classes:

The rich—who otherwise go to Florida, etc.

The seasonal workers of governmental or semi-governmental type

—such as politicians in "recess." Also men who can work without an office address, such as writers, artists, etc. And retired business men.

The invalids.

The moderately well-to-do, to whom a cruise is primarily a cultural event.

The determined sight-seer—as, for example, the professional educationist.

These classes vary according to the scale of fares on the different cruise ships. A study of the typical passenger list suggests that most of the passengers are probably from the smaller cities, even from the small towns. The cruise, too is largely a feminine institution, particularly the longer trips.

The West Indies trip is the most popular with the men. Shorter for one thing, it seems to offer chances of studying the possibilities of foreign trade—possibilities that are generally swamped by other distractions and, to be quite candid, the West Indies hold out many distractions of a more or less humid nature. But even here there is psychology, for if the same steamship makes two cruises to the West Indies the same season, the second one, timed to leave about the end of February, always carries a higher percentage of masculine passengers. One reason is that the first brings the passenger back while the snow and ice are still with us; another is that the average business man takes until about the end of January to find out how much money he has earned the previous year or how much income tax he owes.

The actual advertising involves certain well-defined principles. First, there is the price-resistance to be overcome. A cruise, however short, is generally—and rightfully—regarded as a luxury. The minimum fares, which are generally based on inside cabins, range from $1,500 to $1,800 for a world cruise, and from $800 to $900 for a Mediterranean cruise. To this must be added the cost of "shore excursions," which sometimes are not included in the fare, the cost of those things which the cruise booklets carefully tell you are not included (such as tips, liquors, etc.), and the cost of curios which the traveler inevitably acquires. But the average person regards a cruise as one of the most important events in his or her life and is prepared to make a certain amount of sacrifice.

© Brown Bros.

Cultivating Prospects

A new day in selling has arrived. It has opened up vast new markets, territory heretofore unexplored, unworked.

It is the day of aggressive and intensive *community* selling. Manufacturers are leading their dealers into the very homes of prospective consumers. Not all manufacturers! Just those leaders in their respective industries, who see the far-reaching effect of dealer education and dealer *sales action* on volume—profits—dividends.

Send your dealers into the nooks and corners of their markets regularly, persistently and in a standardized, nationally organized way.

Help *your* dealers to make sales calls regularly and persistently by Direct Mail *at a few cents per sales call*—thereby paving the salesway for personal contact.

Electrograph is helping some of the foremost manufacturers to train thousands of dealers to carry their sales ground into the homes of millions of selected prospects regularly.

Electrograph merchandising counsel and Electrograph facilities are available to manufacturers who want to start now, for 1926, to equip their dealer organizations with this new, modern method of cultivating and *selling* consumers. Evidence and details on application.

Electrograph
Created DIRECT-MAIL Localized
Individualized
Distributed

THE ELECTROGRAPH COMPANY
Home Office: 725 W. Grand Boulevard • Detroit, Mich.

Written by Our Readers

Extracts from letters, critical and complimentary, that reach our editorial desk.

Concerning Reader Interest

I HAVE had ample evidence of the FORTNIGHTLY'S grip on its readers. I spent an hour yesterday unselling one of our clients from his determination to use two half pages in different parts of the same magazine instead of the page I had scheduled. He had been reading Lynn Sumner's articles and was itching to apply what he had read. Needless to say, his proposition was one which required full page display.

But he was reading—and *thinking*.

WILLARD G. MYERS, *President*,
Myers-Beeson-Golden, Inc.,
New York.

Too Many Sizes

THE FORTNIGHTLY states that out of four hundred and ninety-six class publications there are ninety-five page sizes. I believe, however, that a careful survey would reveal that in many cases the page sizes vary only to a small degree.

Some months ago we decided to run a series of advertisements on one of our machines. Our schedule called for the series to be run concurrently in three different trade papers, the pages of which varied somewhat in size. We wanted our advertisements to be well balanced from the actual content to the margin of the page around it, and we also wanted to produce our advertisement at the lowest possible cost consistent with quality. But we did not want to make three different sized plates for the papers. We solved the problem in this way. First we measured the type space size in the pages of all three papers, and from these measurements we made a compromise, so to speak, between the maximum and the minimum in making our plate. Electrotypes were made from the original and sent to three papers. Mortises were left in each plate so that each paper could insert the correct key. The size we decided upon left ample margin in the smallest sized page and not too much in the largest.

It would be impossible to do this in cases where page sizes vary widely and this fact prompts a suggestion which I think is both plausible and logical. If trade papers and magazines must vary in size to keep their individuality, would it not be possible for them to vary only to a slight degree? One-half or three-quarters of an inch in width or length, to my mind, gives quite a difference in appearance. It therefore seems to me that if publishers, especially in the trade paper field, could collaborate and work out a scale of page sizes together with a corresponding scale of type space sizes a vast amount of mechanical waste would be eliminated for their advertisers.

F. E. BUMP, JR., *Advertising Manager*,
Gisholt Machine Company,
Madison, Wis.

"Truth in Advertising Selling"

THE writer can well understand Mr. Edison's feelings. We have had the slogan for some years past, "Truth in Advertising." It is high time we had another slogan: "Truth in Advertising Selling." Doubtless every manufacturer whose credit rating is satisfactory is besieged by a host of sellers of advertising space or media who din into his ears the fact that "it pays to advertise."

Certain it is that advertising will not pay the manufacturer who buys a little advertising here and a little advertising there, and who falls for this salesman's plausible arguments regarding his medium without relating it to a well defined program. Such advering expenditure will not pay anybody. It is just as necessary to keep the eye on the ball, the sales objectives to be attained, and to follow through in advertising, as it is in developing one's golf game.

S. E. CONYBEARE, *Advertising Manager*,
Linoleum Division, Armstrong Cork Co.

"Fearful of the Agency"

MR. JOHN C. STEPHAN'S letter mentioning the manufacturer "who is literally fearful of the advertising agency," hardly scratches the surface of the case.

During the past year literally scores of substantial, well-established concerns, with ratings that might warm the cockles of any agency man's heart—have come to us to learn about "this business of advertising" and have quite frankly admitted their fear of advertising agencies. Many of these concerns have developed into conscientious and successful advertisers. And through a long-drawn-out process of education we have managed to convince them that the advertising agent is not the brigand that rumor has painted him.

I agree entirely with Mr. Stephan in his suggestion that the American Association of Advertising Agencies "publish a campaign in the larger newspapers, at least in the industrial centers, directed to the manufacturer who has never advertised but who believes that he will some day." I might add that the money might be spent economically by taking space first in the trade and industrial papers.

C. A. RHEINSTROM, *Advertising Service Bureau.*
MacFadden Publications, Inc.,
New York City.

Cooperation in Department Store Buying

YOU have certainly started something which should prove of interest to the department stores. We know the situations that the writer of your article speaks of do exist, and of course, every first class department store management is endeavoring to minimize the errors of its buyers.

That there is trouble on both sides does not in any way make it less important for the department store management to see that the troubles complained of are negligible. Unfortunately, I have known of a case where a very large New York department store learned of graft being demanded by a department head, and as impossible as it may seem, stated that, as the buyer was making money for them, they did not see what they could do.

That the manufacturers and department stores (and the statement should doubtless be all retailers) should get together for a better arrangement as to manufacturing at the *right time* is an important fact, and that such will be accomplished if enough publicity is given to the matter (such publicity as you have started) is an assured fact.

Your correspondent hits the nail squarely on the head when he states that too much effort is being made by those having charge of the buying (and this, of course, brings the merchandise manager into the scene) to secure bargains, and too little effort made for completeness of stocks, turnover, profits, etc.

The department stores are unnecessarily reducing each other's profits, in forcing merchandise price cuts, when the season is at its height to "get ahead of the other fellow," instead of reaping the benefit of the purchases made, thus requiring a larger percent-marking, to meet expenses.

It would seem good business to have the pros and cons placed before the United States Chamber of Commerce, the National Retail Dry Goods Association, and such other organizations, and more definitely, perhaps with better results, by the management of the stores in *individual cities*.

JOHN SHEPARD, JR., *President.*
The Shepard Stores,
Boston Providence

For Better Homes
For Better Living
For Authentic Fashions

More than a Million Readers look to this, their favorite Publication—and they accept merchandise advertised in its pages as completely worthy, because

GOOD HOUSEKEEPING
SAYS
SO

Selling the Retailer by Mail

Pricing and Mark-Ups That Yield the Most Profit

By Ralph K. Wadsworth

WHENEVER you speak of mail order, most people infer a direct to the consumer business. And yet it is probably true that the volume of sales by manufacturers and jobbers direct by mail to the retailer is fully as large, if not larger, than that by mail to the consumer. Yet there is probably not a manufacturer or wholesaler who could not open up even more sales to the retailer by better mail order advertising and merchandising.

One of the biggest problems has to do with the correct pricing of your goods. If you set prices too high, usually you lose business; if you put them too low, you sacrifice your profits. And while it is true that in doing a wholesale business by mail you employ practically the same principles you use in selling the consumer by mail, there are some phases that require even closer watching. For example, your knowledge of proper price ranges, mark-ups and market variations is even more vital in wholesale merchandising because you are doing business with men who may know your merchandise almost as well as you do and may be just as good judges of value.

It is therefore imperative that the utmost care be exercised at all times in the pricing of goods.

In the mail order wholesale distribution of hardware, mill supplies, electrical goods, household utensils, automobile parts and accessories, automobile tires and such items, the following percentages of gross profit will be found to represent the average:

	Per Cent
1—Operating expense	10
2—Selling expense (advertising)	7
3—Buying and supervision	1½
4—Shrinkage (returns, etc.)	3
5—Net profits	5
Total gross profit	26½

A GOOD example of how a quality story can be built around a quality article for the purpose of obtaining a better price than usual

Gross profit, or mark-up, in this case is figured against the selling price. In other words, if 100 per cent represents your price to the dealer, 26½ per cent of that is gross profit and 73½ per cent actual cost of merchandise to yourself.

YOU will notice that the usual method of figuring costs (mentioned in a previous article) is employed in wholesale selling as in retail. Operating expense still calls for more money than any other single item.

One of the problems every wholesaler selling to the trade has to face is that of advertised brands. Usually he is able to cut the standard price but little, and he does not always feel he is getting his proper gross profit.

If the item is a patented article which cannot be reproduced, the wholesaler has two options: either he can handle the article at a loss or on short margin, or he can drop the article from his line. If the goods can be reproduced under another brand, the wholesaler can build an individual, distinctive selling story around his substitute brand.

Here is where expert mail order advertising and merchandising knowledge can come to your assistance. Upon the strength of your selling story and the appeal of your general layout largely depends the limit of your mark-up or gross profit.

A few years ago a business associate of mine was assigned to write a selling story around a new automobile accessory, an automobile seat cover. This he did very well, entering into the quality and beauty of the item and suggesting its use as applied to luxurious furniture, as well as the finest automobiles. A real human interest appeal resulted.

Somewhere an error was made in the price and this item was catalogued at a price 40 per cent above that of all competition. In spite of this handicap, the mail order copy or selling story proved so successful that not long after the manufacturer made a personal visit to comment on the excellent business being done on his seat cover.

Mark-up and price ranges are,

[CONTINUED ON PAGE 78]

THE history of many an advertisement might read: Sired by inspiration, mothered by hard work, bred by brains, artistry, experience and expense—but missed by millions. ❦ ❦ If your salesmen had to call in crowds upon prospects who had no time or chance to see them, they couldn't do business either. ❦ ❦ In the first eight months of 1925, New York City newspapers carried 101,810,399 agate lines of advertising. But one New York paper, with the largest circulations in America, carried only 2,989,536 agate lines—every advertisement presented on a small page that could be wholly seen, in a small paper that could be wholly read and was wholly interesting to all its circulation throughout all its pages. ❦ ❦ Is it any wonder that every advertisement can do more work, reach more prospects, sell more goods in the New York News? ❦ ❦ Get the facts!

August Circulations
Averages for the month

Daily 944,785
Sunday 1,142,666
(The Largest Circulations in America)

THE NEWS
New York's Picture Newspaper

25 Park Place, NEW YORK
Tribune Tower, Chicago

Loose Talk Hurts Advertising

By Jefferson Thomas

MIGHT it not be a good thing for advertising if every periodical with a page rate of more than two thousand dollars made one-quarter page the maximum space that an advertiser could buy in one issue?

Certainly the alleged "high cost of advertising," visualized by the "man in the street" in the page rates of a few magazines having large circulations, is rapidly becoming a source of danger to all advertising.

Today, as never before in the history of modern advertising, the consuming public is discussing the costs of advertising, too often with no more actual knowledge of the facts and with no greater understanding of the factors of application than is possessed by the average member of Congress or by the average member of a State legislature.

In all the talk about what it costs to advertise, the favorite object lesson is a weekly that leads the periodical field in circulation. "A page in the *Saturday Evening Post* costs seven thousand dollars" is the common basis for calculations which multiply that figure by the number of advertising pages in a typical number of the *Post*, the resulting total by the number of issues per year, and so on, ad infinitum.

Other journals of slightly smaller circulations and somewhat lower rates are then referred to as establishing the fact that the price for space charged by the *Saturday Evening Post* is not unusual. "Here, too, is the *Literary Digest*," orates the self-constituted advertising critic, "with a little more than half as many subscribers as the *Post*, that exacts four thousand dollars from advertisers for a page of space in a single issue."

References to circulation are seldom so made, however, as to convey to the lay mind any real conception of the relation thereof to advertising rates. There is almost no consideration of the accomplishments of the advertising. The legislative and the corner grocery discussions alike are lacking in recognition of the economic force of advertising. Its performance in reducing overhead, lowering costs of distribution, enlarging output without increasing manufacturing investment, and so on, the critics complacently ignore.

Advertising costing so much is paid for by consumers and notably adds to the prices of the things they buy, it is asserted and argued. Eliminate the cost of advertising and reduce the cost of goods is the prescription the critics offer, directly or by implication. Continued for a few years more, the prevailing tendency to consider advertising as costing too much will grow into definite antagonism most harmful to all legitimate advertising endeavor. It is high time that the serious aspects of the situation were recognized and faced by advertising men.

In any consideration of ways and means for offsetting the evil influence of the present popular tendency to discuss advertising as a costly luxury, there should be first established the contributing causes. Of outstanding importance among these will be found the attitude toward advertising of the average editorial and reportorial mind. Stories of advertising club meetings, of advertising trade conventions, of legislative discussions of advertising, except where inspired through supplied copy, are misleading if not openly antagonistic in nine cases out of ten.

AN authority on advertising of world-wide reputation makes a noonday address before the Advertising Club of Bigburg covering the economics of advertising. The *Evening Eagle* quotes the speaker as believing Bigburg to be destined for metropolitan achievements and dismisses his talk with a few lines evidencing the reporter's absence from the meeting and the failure of the club officials to furnish him any data. Next day the *Morning Monitor* gives the event a stick or two, based on information secured from some club member by telephone and attributing to the speaker remarks having very little resemblance to what he actually said. Even he may be quoted as instancing the cost of advertising to illustrate its importance!

The next night Bigburg's City Council entertains a request from the local Chamber of Commerce for an appropriation of two thousand dollars to assist in putting on a trade journal campaign to attract factories in a field for which the city possesses unusual advantages. An eloquent member from the tenth ward, in private life a highly esteemed groceryman, makes an impassioned speech against granting the request, sarcastically calling on high heaven for information as to how results can be expected from such a small sum when a page one time in the *Saturday Evening Post* costs seven thousand dollars! Whatever answer may be given to this councilman's argument, both the *Eagle* and the *Monitor* will play up his questions, and the people next day congratulate themselves on having a representative not afraid to attack the high costs of advertising.

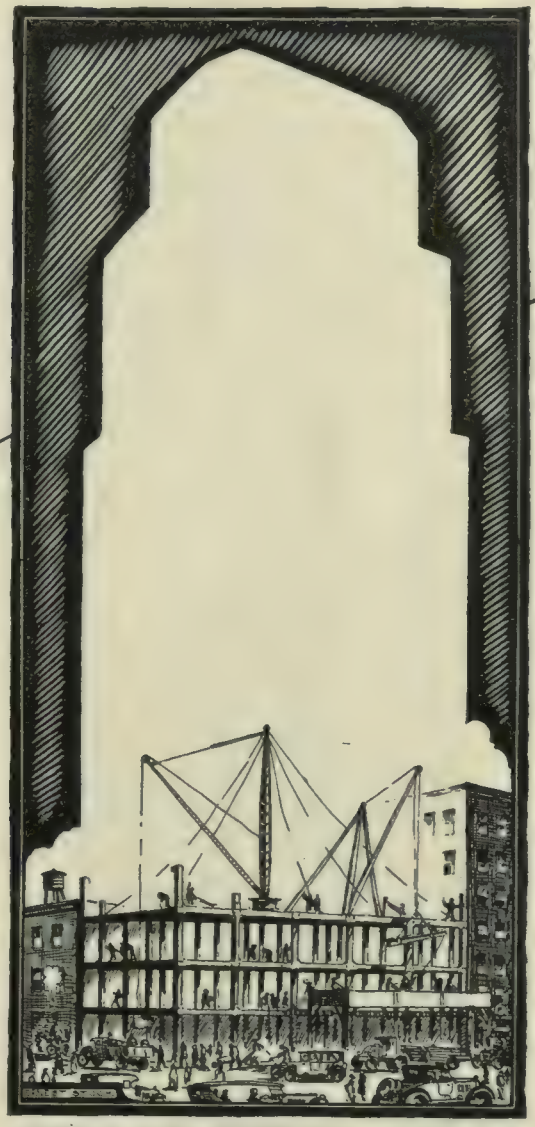
THE lengthened shadow of the personality of the grocer-councilman—perhaps even the gentleman himself—is a member of the next State legislature, representing the Bigburg district. An appropriation for advertising purposes, proposed by aggressive business interests, comes up for action. The Bigburg member enlarges on the "high costs of advertising," in an opposing speech, using for illustrative purposes the seven thousand dollar a page rate of the *Post*. Press associations and special correspondents repeat the mystic figures in their accounts of the discussion, and both Bigburg papers play up the performance. Senator Suggs and Congressman Crumb, from the State in which Bigburg is located, with their ears to the ground regarding possible opponents in the next election, are inspired by their home papers to attack vigorously advertising's high costs at the first opportunity. They talk about that seven thousand dollar a page rate, the Washington correspondents do their part and Bigburg people get the story once more in the local newspapers.

Is it any wonder that the folks in a thousand Bigburgs, reading day after day that one magazine for one page in one issue charges seven thousand dollars, begin to wonder

[CONTINUED ON PAGE 74]

HOW HIGH?

The final limit of every business is decided before you begin to build



FIRST—A SAFE ADVERTISING FRAMEWORK

BEFORE you sink too big sums in your sales-structure, decide how high, how wide, how deep it logically should be and build along engineering lines to reach that result as soon as possible. *Plan* your success.

If the product is sold through department and dry goods stores, *build in* a sufficient framework of Economist Group promotion. There is no other way to get the same strength and the same safety—so surely and so soon.

The business papers that make the Economist Group are part of the business lives of the nation's 35,000 foremost stores. These stores do more than 75% of the total business done in dry goods and department store lines!

By their own prestige and promotion, these stores can do more for any product than the man who makes it can. If the Economist Group is properly used to tell the merchant why a product is right—the merchant himself will tell and sell the millions.

If the Economist Group is properly used by you, *your product* will march straight on to the success it deserves—rewarding you as far as in it lies. No other means will help you make such progress!

The ECONOMIST GROUP

239 West 39th Street, New York. *Ten principal cities*

DRY GOODS ECONOMIST—*National, Weekly* MERCHANT-ECONOMIST—*Zoned, Fortnightly*

Our 35,000 stores in more than 10,000 centers do over 75% of the country's retail business in dry goods and department store lines

Handling the Difficult Full Column

THE question as to the advisability of using full column proportions when they are so difficult of composition is one that naturally arises. There are, however, good and sufficient reasons and more campaigns are being dedicated to that size than ever before. Novelty in the physical forms of advertising in newspapers is most desirable, and the shape, form and style of a campaign as it appears on the printed page is highly important. There has been much standardization in newspaper advertising sizes and a recent investigation revealed that 40 per cent of all campaigns used three columns, ten inches, and that there was the same degree of standardization in other sizes. Thus it is rather obvious that any breaking away from convention in this regard means the securing of increased visual attention because of the very difference in style.

In a great many cases full column advertisements are not carefully planned. The columns fail to sustain interest from top to bottom. They are broken up, composed of spotty zones of interest, and lack continuity. There is a certain monotony in their composition and although they may start off with alert headlines they soon disintegrate, for neither artist nor typographer can keep up the pace. However, their weakness lies not in the limitations of the area but in the poorness of composition.

Full column advertising when properly handled has, however, many distinct advantages. It affords great opportunity for unique art display. The physical form is unusual and text set in single column measure is easy to read because it is the conventional newspaper style. Moreover column space has a tendency to get the outside position—something most desirable—and it stands out by itself on first visual display, while advertisements in other sizes are usually compelled to meet competition on every side. Several things must be taken into consideration, however, if single column advertisements are to be successful.

The illustration should be all inclusive in its range, and compel the reader to run from top to bottom at a single glance. The best illustration of all is the one which takes the elongated space into consideration and deliberately plans to guide the reader down to the last line. Borders are seldom desirable, for they tend to make column space seem smaller than it actually is.

Ovington's, a New York shop, has taught many national advertisers what can be done in column space, and two examples from the long-continued metropolitan series are here produced for the lesson in composition they so neatly teach. The single column which down its entire length becomes the aisle of a church with minister at the top waiting, and the happy couple marching up to him lower in the composition, and with the congregation as the border is an excellent study of action composition and sustained interest. The other is an equally successful narrow measure display picturing what happens when many guests are invited to a social function. By winding the guests here and there down the column a perfect continuity of visual interest is sustained.

Another advantage of single column advertisements is that they have a certain rememberable quality that causes the public to become conscious that a certain message is being delivered in a certain set fashion. This is particularly true when the familiar newspaper columnist method is used. At first glance this type looks like a syndicated feature or local columnist's "stuff." Humor is mingled with the copy and it is signed by the sales manager.

Still another method is to make the column a sort of a department containing valuable information with much reference, of course, to the advertisers' commodities.

More experimenting in the novelty use of newspaper space would be valuable. There should be more variety. It is being tried in magazines. The column in this latter field has won universal recognition as a powerful and valuable unit provided all of the hazards and handicaps are taken into consideration in advance.

Abstracted from "The Progress of Newspaper Advertising," published by The Bureau of Advertising of the American Newspaper Publishers Association.

Here's The True Cleveland Market

The territory on this map is that which "A.B.C." also defines as the "True Cleveland Trading Radius." This is the territory in which Cleveland newspapers distribute their "City and Suburban" circulation. The Cleveland Press has 41,043 *more* circulation here than the other evening newspaper, and 43,512 *more* circulation here than the largest *morning* newspaper.

A MAP on the front cover of the Cleveland Telephone Directory details the cities and towns in northern Ohio which the Cleveland business man can call by giving his local operator the number wanted. This is the district in which the telephone company has found that the Cleveland business man does business—and has adjusted its facilities to meet that demand. This is the area over which Cleveland has influence. This is the *true* "Cleveland Market."

This is *our* "Market." 82% of Press circulation is concentrated here, where The Press has 41,043 more circulation than any other daily newspaper.

This is *your* "Market." Akron isn't in it. Toledo isn't in it. Ashtabula isn't in it. When you want to talk to people in those cities, go there and use the 'phones or the newspapers. It's less expensive. When you want to talk to *Cleveland* "Market" people, use the Cleveland Bell Telephone Company—or The Press. You can reach thousands more with the latter.

The Cleveland Press

FIRST IN CLEVELAND!

NATIONAL REPRESENTATIVES:— ALLIED NEWSPAPERS, INC.,

250 Park Ave., New York City 410 N. Michigan Blvd., Chicago

CLEVELAND, CINCINNATI, SAN FRANCISCO, SEATTLE, LOS ANGELES

A SCRIPPS-HOWARD NEWSPAPER

THE 8-pt PAGE

by Odds Bodkins

NORDYKE METZGER of the Travel Tour Department of the Dollar Steamship Line writes me thus interestingly from Richmond, Va.:

"My work keeps me in pretty constant hearing of the clumpity-clump-clump of Pullman car wheels over the kinks in the shining thin ribbons of steel that connect American cities. In lurching through many a long train, I have noticed that—'Passengers are forbidden to ride on the platform,' 'Passengers must not stand on the platform,' 'Passengers are warned not to stand on the platform,' and several other varieties of warning and don'ts.

"It would be hard to tell which form of this notice is the most ineffectual, for the platforms are usually occupied by men or women, enjoying a little quiet smoke and relief from constant sitting. There seems to be something about the sway and roar of the platform that invites travelers to this forbidden territory.

"One of the Southern railroads has found a way to do without the obnoxious "verboten" signs, and yet keep its passengers in the safer places provided for them. The solution is almost incredibly simple—the windows of the vestibule doors are placed so low that if one stands on the platform, his eyes come above the top of the window frame. You simply can't see out without stooping at an uncomfortable angle. Passengers do not loiter on the platforms of those trains.

"It seems to me there is an important point involved here—axiomatic, almost trite: Don't tell people they should or should not do a thing, or that they must or must not do it. Create the conditions that will make them want to do what you want them to. It may be the longest way around, but it is certainly the shortest way through."

—8-pt.—

I notice by the English newspapers that Lever Brothers, Limited, of Port Sunlight, have adopted our own Lever Brothers' Lifebuoy advertising character—"Mother—the health doctor"—and are using it right along in their advertising. It is like unexpectedly meeting an old friend on the Strand, to come upon "Mother's" familiar face in one of these English journals. At that, she seems very much at home in her new environment.

—8-pt—

I had thought to read "The Demon Diggers," a 32-page booklet put out by the Oral Hygiene Committee of Greater New York to interest children in caring for their teeth, to my son, Odds, Jr.

But I shall be denied that pleasure, for young Odds beat me to it. He found the booklet on my desk, inspected it interestedly, and sneaked out to the couch hammock on the porch with it. At luncheon today he told me all about it.

To understand why I was relieved of the job of reading this booklet as a literary dose of dental prophylaxis, you need but glance at this picture, which is only one of eleven of the same character which embellish the book.

6 THE DEMON DIGGERS

I cherish a suspicion that I should not have a dreaded appointment with my dentist next Monday at 11 had there been such booklets as this when I was a boy!

—8-pt.—

If I did not already carry income insurance I think I should have "fallen" for the letter I received from The Guardian Life Insurance Company, this one paragraph of which struck me with particular force:

"Some day you are going to have an old man on your hands. That old man will be YOU. Is he going to be a happy old man, able to retire from business and take things easy? Or, like the great majority of men, will he have to keep struggling along under the burden of making both the ends meet?"

Mighty good "sell" in a question like that!

—8-pt—

Rochester Jones of the Erickson Company is much taken with two advertisements from *Parks and Recreation* which he has clipped out and sent me. And I confess I am, too. One of them reads:

Elephants, Chetahs,
Black Leopards, Monkeys,
Rare Birds, Animals
and Snakes
FROM THE FAR EAST

Write for Special List of Animals
and Prices
Direct Shipment from the Far East.

A Few Rare Specimens from Tibet.

SNAKE KING
Brownsville, Texas

What romance behind such an advertisement! And how alluring the idea of building up a mail-order business in wild animals from the Far East! One is led to wonder if the usual mail-order guarantee of "money back if you are not entirely satisfied" goes with each elephant, leopard and boa constrictor!

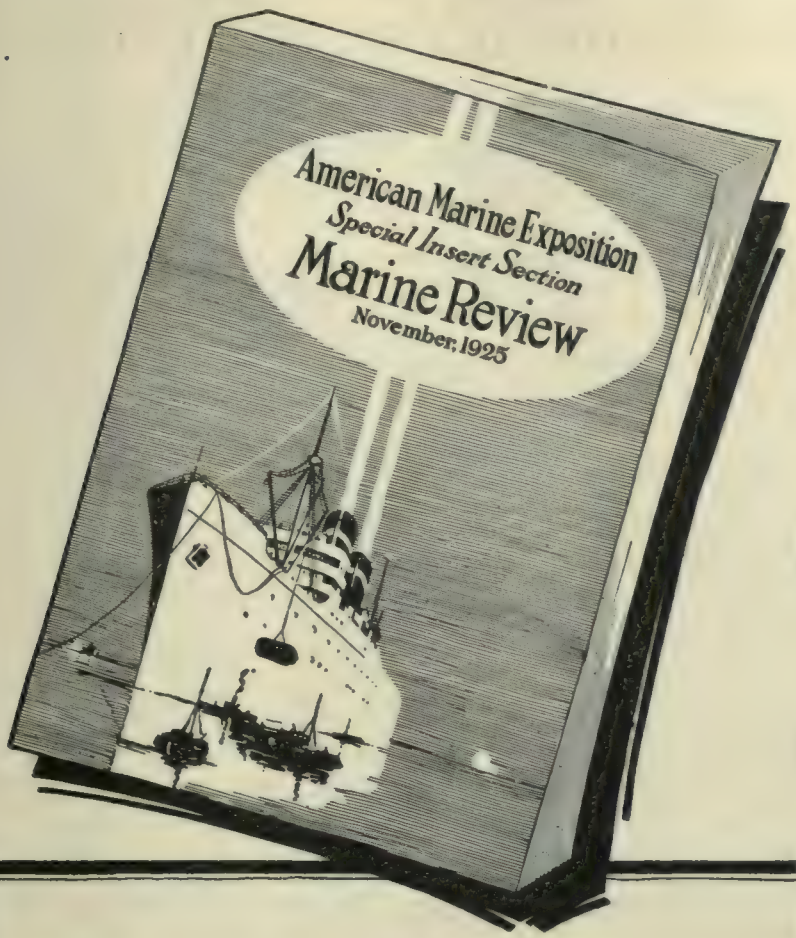
The second of the two advertisements make an even more definite bid for mail orders, for it quotes prices:

SEA LIONS
Medium $100.00 Large $150.00
(*Should be shipped before hot weather*)

CALIFORNIA MAMMALS,
BIRDS AND REPTILES
We also have for sale to bona fide public zoos only:
KANGAROOS, EMUS, WOMBATS,
POSSUM
and other
AUSTRALIAN FAUNA

Zoological Society of
San Diego, California

If I had any suitable place to keep it, I should be tempted to order a "medium" Sea Lion! I confess to being puzzled over the reluctance of the Zoological Society of San Diego to sell kangaroos, emus and wombats to any but bona fide public zoos. I never cherished a desire to possess a wombat before, but since it seems to be difficult for a layman to purchase one of these diprotodont burrowing marsupials of the genus *Phascolomys*, I can feel myself succumbing to a perverse desire to secure one for Odds, Jr.



Reach This Billion Dollar Industry—

Through MARINE REVIEW for November

IF you have *anything* to offer the marine industry—*any* product or service of interest to this business of transportation by water—plan now to take advantage of the opportunity the November Number offers you to secure permanent, high-power publicity at minimum cost.

In this big issue—grouped in a special insert section printed in two colors on high grade coated paper—will be found all the real news of the outstanding marine event of the past two years—the American Marine Exposition, planned to be held in New York, November 9-14.

Bound in attractive cover, this insert section will be distributed separately to visitors at the Show. Included as part of the regular November number it will be distributed to the owners and operators of more than 80 per cent of the tonnage under the American Flag and will reach all the leading shipbuilding and repair companies throughout the world.

To the man who attends the exposition as well as the one who does not, the special insert section will be of high reference value through all the months to come. It will be saved. Read and re-read. Referred to time and again. The advertisers represented benefit accordingly.

Reservations of space are being made now. Write us today for full details. Let us help you cash in on this opportunity of the year.

NEW YORK CLEVELAND LONDON

Member A. B. P. and A. B. C.

The Business of Transportation by Water

Marine Review

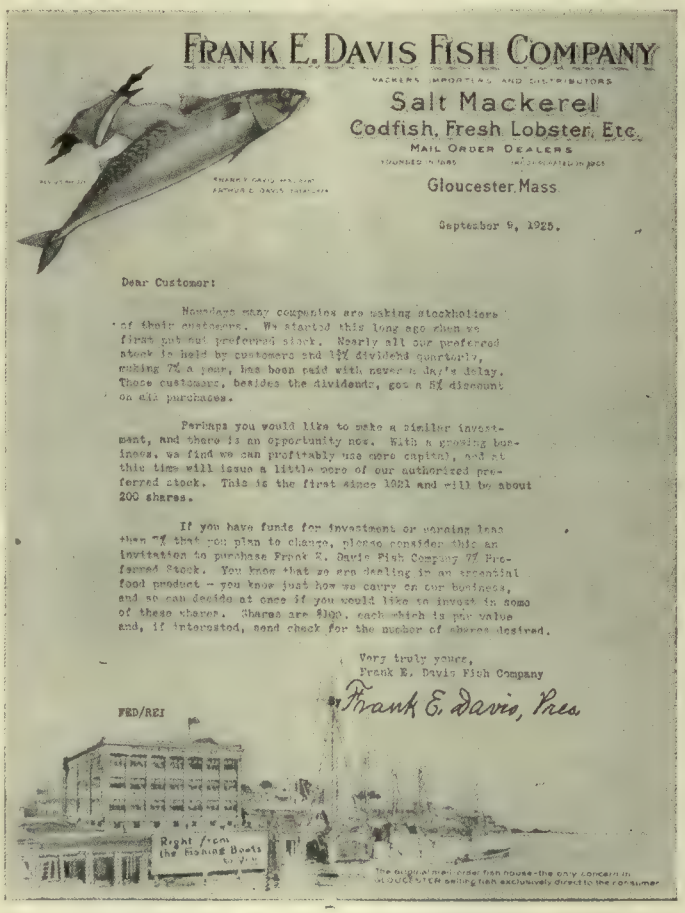
Customer Stockholders and Their Good Will Sales Value

[CONTINUED FROM PAGE 21]

Here we begin to sense the astounding economic revolution—for it amounts to a revolution, according to so excellent an economist as Professor Thomas Nixon Carver. American industry is slowly and bloodlessly falling into the actual ownership of the average man. Employee and customer alike have almost as powerful a voice and financial interest in many of the corporations whose products they use or from whose prosperity they derive their daily bread.

Professor Carver holds that since 1916 there have been substantial decreases in the total of dividends paid to people earning incomes of $20,000 and over; moderate increases in dividends to those earning $5,000 to $20,000, and *a very large increase* in dividends to those having an income of less than $5,000. Since 1902 stockholders of American corporations in general have trebled and employee stockholders have doubled. The heads of labor banks are calculating that $25,000,000,000 annually is paid to industrial workers; six or seven billion dollars of which is saved—which, of course, also means invested.

The most exciting element of the whole subject is the fact that this movement *is not yet at the peak of growth.* It is due to go on for at least three or four years. Not content with being a mere industrial shareholder, a movement of very large proportions is now taking place in labor banking. Thirty labor banks are now in existence with combined resources of $200,000,000. More than a score of others are actually in process of development. As many or most of these are the creatures of labor unions, naturally they are the property of working men; such fractional ownership must be shared by a great many millions of laboring men. But not alone labor banks are owned popularly, but also many other of the 30,000 banks of the country. Even the National City Bank has 8000 stockholders, and other large banks nearly the same number.



FRANK E. DAVIS FISH COMPANY

PACKERS, IMPORTERS AND DISTRIBUTORS

Salt Mackerel

Codfish, Fresh Lobster, Etc.

MAIL ORDER DEALERS

Gloucester, Mass.

September 9, 1925.

Dear Customer:

Nowadays many companies are making stockholders of their customers. We started this long ago when we first put out preferred stock. Nearly all our preferred stock is held by customers and 1¾% dividend quarterly, making 7% a year, has been paid with never a day's delay. Those customers, besides the dividends, get a 5% discount on all purchases.

Perhaps you would like to make a similar investment, and there is an opportunity now. With a growing business, we find we can profitably use more capital, and at this time will issue a little more of our authorized preferred stock. This is the first since 1921 and will be about 200 shares.

If you have funds for investment or earning less than 7% that you plan to change, please consider this an invitation to purchase Frank E. Davis Fish Company 7% Preferred Stock. You know that we are dealing in an essential food product - you know just how we carry on our business, and so can decide at once if you would like to invest in some of these shares. Shares are $100, each which is par value and, if interested, send check for the number of shares desired.

Very truly yours,
Frank E. Davis Fish Company
Frank E. Davis, Pres.

FED/REI

Right from the Fishing Boats

The original mail order fish house—the only concern in America selling fish exclusively direct to the consumer

HOW the Frank E. Davis Fish Company, an organization which distributes entirely by direct mail, utilizes its chosen medium and its efficient mailing list in making stockholders of its satisfied customers

Fifteen million Americans clip coupons and receive dividend checks in the mail; and this has deep reverberations in the psychology and activing of Americans. As some of the intelligent agitators for destructive revolution have admitted since discovering these facts, they spell the doom of radicalism in America and hail the actual achievement of what Professor Carver has dared to call a new economic Utopia!

For the advertiser developing customers and good-will, it has a very special application, as has already been indicated. Corporation antagonism once was a very real factor in securing trade. Some great corporations in years gone by actually sold through subsidiaries, purposely to mask their supposedly unwelcome identity. Much of the trust-busting and corporation-baiting has come from customers in the past who had a bitter feeling of "paying the piper" for the benefit of plutocrats, whom they imagined were shaped after the fashion of F. Opper's drawings of corpulent, cruel monsters of finance. After a more mellow period of experience with American corporations of the sane, progressive sort who have lowered prices by increased mass production and made the public thoroughly acquainted with their product through good advertising, the public has not only learned to purchase with greater confidence, but has learned to make a double profit—first by the economy of purchase; and, second, by a dividend check.

It is apparent that a new policy is emerging in American manufacture of popular articles—a policy of permitting the American public to be financial partners for the sake of more closely cementing relations and more thoroughly stabilizing demand. It is significant that among the great packing houses of Chicago, the one that has not gone though receivership has been Swift & Company, whose policy for a number of years back has been that of widening the public purchase of its securities.

An old time banker in the Street

The Sun

Leads All New York Evening Newspapers

IN August, as in July of this year, the New York Sun published a larger volume of advertising than any other New York evening newspaper.

The Sun published in August 826,146 lines of high class advertising. This is 62,326 lines more than was published in any other New York evening newspaper.

The Sun gained 194,940 lines of advertising in August of this year compared with August of last year, which is a greater gain than the aggregate gain of all other New York evening newspapers.

Moreover, The Sun with its gain of 194,940 lines for August over August last year made a much greater gain than any one of the New York morning newspapers in week-day issues.

For merchants and manufacturers alike, The Sun is the greatest selling force in the New York market.
The preference that advertisers show for The Sun is based on The Sun's ability to produce satisfactory results—which is due, in turn, to a large, high-class and unusually responsive circulation.

The Sun

280 Broadway New York

WASHINGTON, D. C. Munsey Building
BOSTON Old South Building
CHICAGO 208 La Salle St.
SAN FRANCISCO First National Bank Building
LOS ANGELES Van Nuys Building
PARIS 49 Avenue de l'Opera
LONDON 40-43 Fleet St.

Where Sales are Made

SUPERFICIALLY, motor cars are sold in the dealer's display room.

Actually they are sold wherever car-owners meet and discuss their experiences.

All of a demonstrator's enthusiasm and oratory can't sell a car to a man who, last night, heard his friend tell of how soon the closed body of his last car of that make "went bad."

Some car manufacturers apparently want to emulate the ostrich. They seem to believe that if they hide their heads in the sand and pay no attention to what last year's buyers are saying, what last year's buyers say can't hurt them. The shrewder manufacturer recognizes that this year's performance is a controlling factor in next year's business.

WHERE SALES ARE MADE—In clubs, offices, homes and wherever car owners meet and compare experiences—the reputation of the Raulang equipped closed car is made

Raulang AUTOMOBILE BODIES

Raulang Body Division, The Baker R & L COMPANY, Cleveland, Ohio, U. S. A.

Prepared by The Powers-House Co.

THE older "Western Reserve" business institutions are marked by two characteristics—sound and conservative management and the ability to maintain profits.

¶ We take sincere pride in the number of such institutions which retain Powers-House as their advertising counsel.

The
Powers-House
Advertising Co.

HANNA BLDG. Est. 1912 CLEVELAND

Marsh K. Powers, *President* — Frank E. House, Jr., *V. Pres. & Gen. Mgr.* — Gordon Rieley, *Secretary*

who had placed before him requests to participate in issues of stock for various popular commodities, has always, until recently, pulled a wry face. He said (disdainfully) that he preferred railways, steel companies, public utilities, etc., to pie-baking corporations, washing machine factories, etc. It is an old-fashioned slant, which is now rather swiftly going out, for popular commodities have demonstrated a far greater stability and profitable development than many of the old time "safe and sane" securities which were once the only thing Wall Street respected.

On the other hand manufacturers whose plants have been held as family investments for many years, as close corporations, have discovered that competitors who have widened their appeal to investors have not only secured more and completely adequate capital for larger growth, but have, in addition, made immense numbers of permanent customers and boosters in the process. An additional spur has been the tax situation, which has inhibited large individual owners in such corporations from taking profits out of their business in the old-fashioned wholesale way, and has given them incentive to refinance their business along modern lines.

Oliver S. Annable

Formerly New York district sales manager of the Fowler Shirt Company, has joined the advertising staff of the *Christian Science Monitor.*

Rickard & Company

New York, will direct advertising for the Crown Central Petroleum Company, same city.

C. C. Winningham

Detroit, will direct advertising for LaChoy Food Products, Inc., same city.

W. E. Stroud

Formerly in charge of the St. Louis office of the Chilton Class Journal Company, has been appointed vice-president of the Patterson Publishing Company, Chicago.

Russel T. Gray, Inc.

Chicago, is the new name of the industrial advertising service formerly conducted under the name of Russel T. Gray.

The St. Louis Photo-Engravers Club

Will entertain the executive committee of the American Photo-Engravers Association at a meeting on October 2 and 3. Members of the A. P. E. A. from all parts of the country will also attend the meeting.

Joseph Lewis

Formerly manager of the production department of the Chilton Class Journal Company, has joined the sales staff of the Bingham Photo-Engraving Company, Inc., New York.

Are You Sacrificing Future Markets?

[CONTINUED FROM PAGE 20]

of his acquaintance that these are not fully fulfilled.

Those who have attended both formal and informal meetings of purchasing agents know that those makers who base their name for preference upon the serviceability of their product must make good in actual conditions of use. One manufacturer of floor coverings inadvisedly featured "long wear." Today his market is confined to those who have not sought the experience of other users. If this particular manufacturer had been alive to the change in the market he would have featured the appearance—the luxury—of his product, on which basis his claims would have been justified.

EVEN on the rather intangible basis of "convenience" the seller should beware of unwise claims. Sportsmen have all but publicly blacklisted one manufacturer of camp and trail utensils because his illustrations mislead. He makes a line which is excellent, not on the basis of convenience in use, but of economy in space. To be sure, this is a convenience, but of an entirely different type than his text and illustrations suggest. His articles are miniatures, well adapted to the needs of a single sportsman but hopelessly inadequate for the requirements of even a small group.

It is really amazing how many manufacturers fail to comprehend what comfort means. Frequently their own high standards of living make them blind to the truth that their necessities are the comforts of others. In these cases they offend good selling only by their failure to capitalize the value merits of their products. All too frequently, however, manufacturers today are robbing their future of its legitimate and fullest opportunity by emphasizing the "comfort" of their articles when they are, in reality, excusing their appearance or their complications.

In the majority of these cases the argument should be that of economy, and in the balance of the cases the service rendered by their product. Consumers, today, when they pay substantial prices expect in many articles the comfort which comes from pride in possession as well as physical comfort. It is most paradoxical to claim comfort for sunporch furniture or for a pair of health shoes when the appearance of either is in itself a discomfort to the purchaser.

Perhaps the fewest mistakes that are being made in connection with a correct selection of sales appeal lies in the "luxury" class. It must be added that perhaps the most successful merchandising in the last three years is to the credit of this group. Necessity, very possibly, is responsible for the

No Newspaper in America has grown as fast as The Detroit Times

the reason is
popular demand

an index of
RESPONSIVENESS

As sponsor in Detroit for Greater Movie Season Essay Contest, The Detroit Times received more than 50,000 written essays. This responsiveness extends to the advertising columns.

A NEW PICTURE IN THE PRESIDENT'S OFFICE

That big photograph showing the entire plant. It's being removed from the President's office. He isn't worried about production. His factories can supply all demands.

The birdseye view of the factory is being replaced by a group picture of dealers. This is the photograph that the wide-awake manufacturer is studying right now, because his real problem is distribution.

How can he make these dealers better merchandisers of his product? How can he get them to push his goods over competitive lines? How can he make the dealer a working factor in his sales organization?

Caxton has the answer to these questions. We can show any manufacturer how he can increase his profits through Caxton dealer to consumer service which gives him full control over his dealers' sales activities.

Ask us to explain this to you direct or to your advertising agency. The whole thing is very simple. The dealer pays for the service.

THE CAXTON COMPANY
Caxton Building, *Cleveland*

uniform excellence of portrayal of the luxuries of travel, of the truly elegant house appointments, of landscape gardening, and of the highest class of men's and women's wear.

In a difficult market "luxury products" have done amazingly well. When they have produced red figures on ledgers it has been due either to local distribution in a most depressed market or to the failure of the seller to capitalize every argument.

THE consumer expects more rather than less than he expected in the pre-war era. He is paying more—and he expects to get more. While in many lines he has accepted the inevitable retail price of today, nevertheless, he expects more for the higher price. The automobile owner no longer makes excuses for the manufacturer when his newly-purchased car fails to start from his curb the morning after its delivery. He is not content with the explanation that "the vacuum tank was not properly adjusted." He resents the delivery of an article not up to standard in every particular.

If he buys a camembert cheese at his grocer's and finds it of a rubbery texture, he has no hesitancy today in returning that cheese—whereas, the same consumer, in pre-war years, would have contented himself in "making a kick the next time he purchased."

In a preceding paragraph it has been intimated that appearance means more today to the user than ever in mercantile history. The user who pays today's higher prices expects the article he purchases to "look the price." This is true in fountain pens; it is true in automobiles. Radio manufacturers are finding difficulty in disposing of sets and parts where these do not conform to the user's expectation of finished appearance.

One of the effects of the consumer attitude in this new era is the insistence that each purchase made must stand comparison with competitive offerings. In the old days it was enough for a product to be serviceable and to meet the user's own conceptions of what he wanted. Today, with the average article almost double the cost its 1913 predecessor, the consumer feels that he must be able to justify each and every purchase he makes. This inevitably means that whatever he buys must not only serve his purpose but must stand comparison with the purchases of his friends, acquaintances and even those whose competitive purchases he sees on the street.

Because of the high standards of "useability" set by certain products known in every home, users today are insisting that a product be not only useable, but that it must be useable to the average consumer. While the American housewife has become accustomed to machinery in the home in the form of the vacuum cleaner, the electric washing machine, the electric ironer, and various other electrical appliances which require at least a mini-

mum of mechanical intelligence, the maker of a product requiring even the same amount of skill as is required in the use of an electric ironer should make his product useable to the average consumer, either by the construction of his device or by corresponding education of the public to the use of his device.

There is an excellent mechanism which saves coal when used in connection with a hot air furnace or a steam or hot water heater. But it is excellent only to the chosen few. For the directions which accompany the device leave so much to the imagination that only those who are mechanically inclined use it advisedly or correctly. Because one of the management officials of the corporation which manages this device was recently given the typewritten instructions which had been left with a care-taker during the absence of an owner last winter, an entire change was accomplished. The moment this management official compared the directions given by this consumer owner with the instructions issued by his company, he saw the superiority of the consumer's directions —and, more than that, conceived from the incident an entirely new policy of sales appeal.

IN the next ten years, and possibly for a far longer period, true value will be the acid test. This by no means will bar the sale of luxuries, for there is value in luxuries just as there is value in necessities. This is such a compelling truth that we see on every side of us that the luxury of today, *because of its value*, becomes the necessity of tomorrow. The consumer's reason for the recent reductions in prices of closed models of automobiles, is that they were not good value, in many cases, at the higher price. The luxury of a closed car in the hands of the average buyer becomes good value when he can see that its excess cost over an open model is not beyond his comprehension of values.

In many quarters there is a mistaken idea that the new insistence on the part of the consumer for better values, means that the present and near future is precarious, from the profit standpoint. This is decidedly not the case, so far as the willingness of the consumer to pay those who serve him a fair profit. On the contrary, the successful manufacturer today and the successful manufacturer in the next decade must, in many cases, allow a greater profit margin to those who enter into the distribution of his products. For, due to the rapid growth of trade associations, the average wholesaler and the average retailer are becoming acquainted with the profit margin which each must receive on each article in order for him to show a profit on his business as a whole.

The management official today who feels that his own problem of profit-making is solved by paring down the profit margin of his distributors is

No keener judge of advertising values ever lived than Colonel Emery Mapes, founder of the Cream of Wheat Company.

Long before the A. B. C. was even thought of he had an idea that magazines should not only show how much circulation they had, but prove just how they obtained it.

While editorial content and mechanical appearance counted for much, he knew that "fine feathers do not make fine birds" and determined the advertising value of circulation by the methods employed to get it.

The idea is still good. It always will be.

And we might add that Cream of Wheat advertising has appeared in Needlecraft Magazine for twelve consecutive years.

Robert B. Johnston
Advertising Manager
New York

Member A. B. C.

JAMES A. ROBERTSON
Western Manager
Chicago

ELIOTT D. ODELL
Eastern Manager
New York

DORR & CORBETT
New England Representatives
Boston

Advertising was only ONE of EIGHT things we recommended —and the last one, at that!

HE HAD a product to be marketed and he engaged us to "look after the advertising."

WHEN WE presented our recommendations he was amazed, for advertising was only one of *eight* things we recommended—and the last one, at that!

HE HAD supposed we would submit some dummy layouts and a list of mediums, but instead we submitted a sales "objective." On that "objective" we centered all of our recommendations. Some had to do with sales policies, some with production policies, some with the geography of distribution, some with organization policies, and so on, with advertising at the end.

WE KNEW that if we could get his business "in balance" and the efforts of his whole organization focussed sharply on the definite "objective," he could appropriate money for advertising with assurance that every dollar he spent would buy progress toward that "objective." Progress for his business, rather than mere publicity for his product.

THIS IS our usual method of approaching an advertising problem; to crystallize our client's needs and problems, whether they pertain to production, distribution, sales, good-will or prestige, and set up "objectives." We then formulate plans for reaching these "objectives" in the most direct way and by the most economical methods, and carry these plans through to the last detail, after they have been approved by our client.

Why we can afford to focus on "Objectives" rather than on "Billing"

OUR CHARGES are based upon the amount of work required by a client, rather than on the volume of advertising done.

FROM the beginning the founder of this agency realized that while he could expect a certain income from agency commissions, in

many cases the commissions earned by an account would not pay for the kind of job he wanted to do. At least, not in the early stages of the work. He believed it would serve the best interests of his clients if he could be independent of "billing."

THERE SEEMED to be just one way to make certain this independence. That was to charge every client a substantial fee as the basis of his remuneration, regardless of the amount of advertising to be done or the methods to be employed.

THIS IDEA has developed into what is now known as the Lillibridge "Fee-and-Budget System." This system is a combination of the fee system (we charge a minimum fee of one thousand dollars per month) and the sound business practice of making out separate budgets covering every phase of an advertising program *before* it is undertaken.

WITH SUCH carefully worked out budgets a client knows *in advance* not only the amount of his advertising bills, but also where every dollar he appropriates for advertising is going and what it is expected to accomplish for him. And because we are assured of a fair return for our time and skill and labor, the client is just that much surer that every dollar's worth of his appropriation will produce every dollar's worth of results that his and our combined skill and experience can make it produce.

The Lillibridge Way of Advertising

COMMEMORATING THE 25th anniversary of our establishment in business, we have written a book, "The Lillibridge Way of Advertising," a copy of which we will be glad to send, gratis, to the responsible head of any company who may be interested in learning more about our service.

RAY D. LILLIBRIDGE INCORPORATED

A GENERAL ADVERTISING AGENCY WITH AN ENGINEERING BACKGROUND

Established 1899 *Incorporated* 1909

NO. 8 WEST 40TH STREET

New York

2520-9

Telling It to the Boy Scouts

Boy Scouts as Civic Benefactors—

Many times Boy Scouts act the role of Civic benefactors. There is a case at hand in Canby, Minnesota. There the Scouts have bought three lots and are constructing a public playground which will contain tennis and volley ball courts, a baseball diamond, a ski jump, and a swimming pool.

This is but one illustration of Boy Scout enterprise. Boys like this are worthwhile prospects for your products. Many thousands of them in the 550,000 Boy Scout membership can be reached thru their official and *favorite* magazine, Boys' Life. We have facts and figures on this market which we would like to show you.

BOYS' LIFE
THE BOY SCOUTS' MAGAZINE

200 Fifth Ave.
New York, N. Y.

Lincoln Bldg.
Los Angeles, Cal.

37 So. Wabash Ave.
Chicago, Ill.

ELECTRICAL ANIMATED AND STILL

DISPLAYS for WINDOW, COUNTER, and EXHIBITS

Effective—Dignified
Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.
19 WEST 27th ST. NEW YORK

Research on Installment Selling

This is of paramount importance to-day—and yet few facts had been compiled until this research was completed. Almost 100 typewritten pages; details of vital and hard-to-get kind.

PRICE, $150.00

THE BUSINESS BOURSE
15 West 37th St., New York City
Tel.: Fitzroy 6720

entertaining a most dangerous line of thought. Even in this epoch in which we can look for comparatively slight diminutions in manufacturing costs (for the economies in modern merchandising were preceded by economies in modern production), we must not fail to allow distributors a margin of profit which will make our products attractive to them.

We must appreciate the truth that both retailer and wholesaler know that in this critical period starvation paper profits on one item cannot now be easily made up on other articles. Even though our line be unusually blessed with strong, definite and specialized consumer demand the maker of today cannot safely attempt to force his distributors to narrow profit margins.

SIMILARLY, it is a poor management official who adopts for himself a price policy which will not stand the test. If retailers and wholesalers have found that their best interests lie in handling and featuring only products which carry a full profit margin, it is folly for the manufacturer to adopt for himself a counter-policy. The best managed businesses in the past few years have quietly eliminated by consolidation or replacement items which did not yield them a fair profit margin.

The price which a manufacturer offers must allow the jobber to make sales which will increase his net profits and not decrease them. The price set must allow the direct buying retailer to cover all cases and still show an attractive profit, otherwise the most that can be expected is that the article will be handed out on name call.

Too many enterprises today think of terms of sale as merely a matter of "1 per cent 10 days, net 30 days." The correct policy governing terms of sale includes recognition of at least six factors: (1) F. O. B. point; (2) cash discount; (3) time for turn-over; (4) quantity discounts; (5) advance datings; (6) convenient shipping periods.

Competitive conditions are now seen to have a distinct bearing on F. O. B. points. Until recently, many manufacturers, particularly in the East, have been content to quote "F.O.B. factory" or "F.O.B. New York." As the Middle West and Far West have changed from customers to competitors, new conditions have come into being. Where the weight of the product is high compared to its selling price, we are each month witnessing the establishment of new factories, not for their added production capacity but in order to meet competitive F.O.B. points.

On the other hand, there is a steady, if slow, revising downward of cash discounts. This is due principally to two causes. The first is a growing belief that any cash discount in excess of rates for borrowing money is not sound business economics. The second is the growing understanding that many of the existing high cash discounts came into being in an age when there was

confusion between merchandise discounts and cash discounts. Not only are we seeing 5 per cent discounts reduced to 2 per cent, but we are seeing a better balancing between the number of days in which cash discount can be claimed and the number of days which are allowed net. Beyond this, we are seeing everywhere endeavors on the part of both manufacturers and associations to curb the real evil of abusing the cash discount terms.

The moment it is recognized that credit is a form of supplying capital, reform is inevitable. For the function of credit is to enable the purchaser who buys to sell again in sufficient time so that he can sell enough of his purchase to pay for his buyings from the proceeds of his sales.

When the amount of time is not sufficient, the wholesaler or retailer finds himself cramped and unable to enjoy his widest selling influence. If the time allowed is too great, it permits the wholesaler or retailer to speculate with the manufacturer's money.

One of the more serious problems in building policies which will wear lies in the field of quantity discounts. More and more it is recognized that in many cases it is the big buyer and not the small buyer who has not been fairly treated. More and more it is seen that many a manufacturer has solicited unprofitable small business at the expense of the large buyer.

ONE management official recently defended a decided change in price policy in these words:

"We have now on our books 18,000 direct-buying accounts. A year of investigation has shown us that at least 6000 of these—all small buyers—are unprofitable to us and should be served by wholesalers. Something over 9000 more customers show us a profit which will keep our organization intact and pay our bills and taxes. But it is the remaining 3000—all large buyers—who pay our dividends."

He continued by pointing out that while his company had a system of quantity discounts, any dealer who could purchase $1,000 annually received just as favorable prices as dealers who bought $50,000 annually. To be sure, larger buyers did have certain forms of service, particularly in connection with demonstrators and specialty salesmen. But this was merely a drop in the bucket compared to their greater desirability.

In building marketing policies which will wear, the first and foremost essential is equitable treatment of the consumer. He must receive both value and service.

The wholesaler must receive profit, service and accommodation. The retailer must receive profit, service, accommodation and intelligent individual handling of his peculiar problems. A marketing policy built squarely around these considerations will wear—and the manufacturers who build such policies will prosper.

Engraving is your Most Useful Tool
Do You Really Understand It?

Halftones, dropouts, vignettes, process plates—we all use these terms glibly enough. Yet how many of us clearly understand even the most elementary principles of these or the many other processes that comprise photo-engraving? And how much time, money and energy might be saved by a clearer knowledge of what can and cannot be done by photo-engraving!

A Veritable Gold-Mine of Engraving Information Can Now Be Yours!

Now you have the opportunity of *really knowing* engraving—of understanding every detail of every process of engraving—of getting the most for your engraving money by being able to talk to your engraver in his own langauge.

All in this Book—the Knowledge of the Country's Leading Engraving Experts

Harry A. Groesbeck, Jr., General Manager of the Walker Engraving Company, has written this excellent volume in an effort to clarify the facts about engraving. And now this knowledge is all yours. Clearly stated, profusely illustrated, and searchingly indexed so that your question on any point can be quickly and satisfactory answered—at the price of $7.50.

Send Now for Free Examination

Get your copy of "The Process and Practice of Photo-Engraving" now. No money is required. Merely fill out and mail the coupon below. Keep the book for ten days and if it does not convincingly demonstrate its ability to save you many times its price in money, time and energy, return it with no obligation. But mail the coupon *now!*

Contents

Basic principles of photo-engraving, Making a photo-engraving, Principles of photography, Lenses and light, The Camera, Making a line negative, Making a halftone negative, Negative turning and inserting, Photographic printing on metal, Etching, Routing, Halftone finishing, Laying tints, Color work, Photography of colors, Proofing and presses, Blocking, Electrotyping stereotypes, Repairs and corrections, Preparation of copy, Special methods and other processes.

The Process and Practice of Photo-Engraving—By *Harry A. Groesbeck, Jr.*

Size 8½ x 11—260 pages—280 special illustrations—blue buckram binding. Stamped in gold.

Doubleday, Page & Co.
Garden City, New York

Send me a copy of Harry A. Groesbeck, Jr.'s authoritative work. "The Process and Practice of Photo-Engraving." If, at the end of ten days, I find it unsatisfactory, I will return it to you. If not, you may bill me for $7.50.

Name .....

Address ..... City .....

State ..... Position ..... Company .....

Achieves

100%
COVERAGE

OF ALL REGISTERED READY-TO-WEAR BUYERS ARRIVING IN NEW YORK EVERY DAY.

That's only PART of the reason why NUGENTS' advertising pages pay such continuous dividends to advertisers.

Published by

THE ALLEN BUSINESS PAPERS, Inc.
1225 Broadway New York

—and Now Concerning Copy

"I HAVE DECLINED propositions to turn out advertisements for various manufactured products because I felt I merely would be a hired hand, exploiting this, that or the other thing for so much a word. But I reached for this opportunity. I knew I could put my heart in it—could with sincerity indorse the article I was praising."

Thus Irvin Cobb, one of the most sincere and much more modest of the magazine writers, as he steps of his own free will and command into a series of next-to-reading-matter advertisements for Sweet Caporal cigarettes.

Irvin Cobb is sincere and forthright in person, action and expression. There isn't any doubt that he means what he implies in that apology — that he wouldn't praise an article for cash unless he could do it with sincerity, and that there isn't much honesty about a boughten testimonial, even from a brilliant hack.

We repeat that Mr. Cobb's whole record is one of sincerity. For that record is the only thing that stands between his *apologia* and a shrill cry of "Applesauce," which, if traced, may be found to spring from our personal larynx.

EVERY SO OFTEN a nice tame author, who naturally is an observant cuss, sees commerce crowding into his prospect and writes a piece about writers of advertising. Julian Street did one, in which he undertook to show copywriters that Clearness, Force and Gimp are just as good in advertising copy as they are in the editorial pages or on checks. After a gently self-conscious amble of some 2500 words he concluded that brevity was the soul of short copy.

Periodically, the schools teaching advertising capture an author and have him talk to the "copy class" on the Relation Between Writing and Copy-Writing, and he gets lots of applause and inquiries about whether editors actually read contributions, and what is the best way to break into the writing game, and this serves as a pleasant diversion both to himself and to the class.

MEANWHILE the Grand Army of professional writers marches on writing for so much a word, regarding the Coxey's Army of copy-writers who are also writing for so-much-more-for-much-less-words, as a bunch of Eskimo stepbrothers with unsocial cleft palates.

And never—well, hardly ever—the twain shall meet. Mr. Cobb has darn near done it in this Sweet Cap series. Except for his momentary lapse into self-justification—it must be that, and not a sly bid for credence—the advertisement is a chatty, colloquial, sequential, and smoky document, with some of the salt and the richness that makes Cobb's best writing so admirable. That he should exert his artistic strength, and try his dexterity on so difficult a technical job, was straining at a gnat, to be sure, but he did it for honest pay, and because he was conscientious, he strained.

The first advertisement is so good that it would be exactly as good without his name! If he left his name out, the odious paragraph of apology would delete itself.

We dare the American Tobacco Company to run the advertisement without Mr. Cobb's name.

They will not take the dare.

SO, UNDAUNTED, and determined that this Cobb advertisement shall serve a good purpose for advertising in general, we submit an idea for any campaign:

Get it written by Mr. Cobb, or Mr. Tarkington, or Mr. Street, or Mr. Lardner, or Mr. Rogers. It will be good reading. Run it without the author's name. Run it with no clue to him except a parenthesis to read *"This advertisement was written by a good author; perhaps you know him, but his name doesn't make any difference. For it is our duty to tell you about our product in the best available terms, just as it is our duty to picture it by a good painter and just as it is our duty to buy our raw materials from the most reliable sources."* That is brag, but it is true, and true brag is often good advertising.

What will result? It will be taken largely at its face value, which should be high, not only in workmanship, but in novelty.

The skeptics will read it mercilessly, to see where the hireling is to be disbelieved, and so will challenge the author's nicest skill; if they are *critically* satisfied, they will have received from the advertisement the desired impression (though by a second route). If they are critically displeased, they will not necessarily be hostile to the product itself, but are likely to tolerate it as a worthy article suffering a momentary misrepresentation at the hands of an author.

IN OTHER WORDS, it has as good a chance as all unsigned advertisements, and a lot better chance than any advertisement from the pen of an untrained writer.

And what is more, two or three such

Handsome Mahogany-finish Bookcase—FREE

Now Ready!

New large printing

Encyclopaedia Britannica

in the New Form

At an Amazing Reduction in price!

TODAY you can obtain the Encyclopædia Britannica, printed in large type from the authentic Cambridge plates, complete and unabridged, *at a reduction of* 46%. And with each set a handsome mahogany-finish bookcase is given *free* while this offer lasts.

This unique opportunity is made possible because we have just completed a large new printing of the Britannica in the New Form, the most popular issue of this or any similar work ever published.

The publication of this New Form marks an epoch in the history of the Britannica. Its success is unprecedented. In all the history of publishing, we believe, there is no record to compare with it. Within less than twelve months, three huge printings have been sold. Now a fourth printing of 10,000 sets is just being received from the binders.

This means that we can now offer you one of these wonderful complete sets, the latest edition in large, easy-to-read type, for 46 per cent less than the Cambridge issue which is famous throughout the world. Here is the ideal Britannica at a price so low everyone can afford it.

Small First Payment—Easy Monthly Terms

A very small first payment will put the complete set of 16 double volumes and bookcase in your home immediately and you can pay the balance in easy monthly payments, so small that they will never be missed.

Seize this opportunity before it is too late! The time is now—it is the opportunity for which you have been waiting. So make sure of your set. Before you turn the page, send the attached coupon for free booklet (it commits you in no way) and we will mail you full particulars of this wonderful offer.

Why the Price Is So Low

The story of the New Form is a story of a unique idea involving revolutionary changes in the publication of the Britannica. This idea was the logical outcome of years of experience; it crystallized the recommendations of thousands of users and owners.

Our object was to produce the Britannica in a New Form with these specifications—and they have been carried out to the letter:

1—Large type, easy to read.

2—Complete and latest text.
(Nothing omitted, nothing altered.)

3—Fully illustrated.
(All the original plates, maps, etc.)

4—Sweeping reduction in price.

First of all, **we made a striking innovation. It was decided to bind this issue of the Britannica in 16 double volumes instead of 32 single volumes. That one change enabled us to save nearly 50% of the binding cost.**

This innovation **was made possible by the use of the famous Britannica Opacity Paper, which is very thin but beautifully white and opaque.**

Then it was determined **to print this issue from the plates of the latest, revised Cambridge issue, the famous large page, large type issue Britannica which is known throughout the civilized world and sells for twice as much. By doing this it was possible to save thousands of dollars, because we did not have to reset 33,000 pages of type.**

Contents Identical with Issues Selling for Twice as Much

The use of these plates is your guarantee that the text is identical with that of the finest de luxe sets.

The Britannica in the New Form is the newest and latest issue, containing not only a full and authoritative account of the World War and its momentous consequences, but all the latest developments in industry, art, science, invention, etc. It contains 49,000,000 words, 33,000 pages and 15,600 illustrations—as much material as 476 books of average size printed on ordinary paper.

The Encyclopædia Britannica is the one book you cannot afford not to own. Within its 33,000 pages you will find the quintessence of the world's knowledge.

Write for *FREE* Booklet

It tells all about the Britannica in the New Form, reproduces a number of specimen pages (many in color), explains the easy terms of payment, and tells the fascinating story of how our experts made possible such an amazing reduction in price. 56 pages of interesting, instructive reading. ***Free on request if you mail the coupon promptly.***

Mail this Coupon today!

THE ENCYCLOPÆDIA BRITANNICA, INC. A & S 5-1A
342 Madison Avenue, New York

Please send me, without cost or obligation, a copy of your 56-page book describing the Encyclopædia Britannica in the New Form at the special 46% saving and full details of your plan of small monthly payments.

Name.....

Address.....

.....

Mahogany-finish bookcase free while this offer lasts!

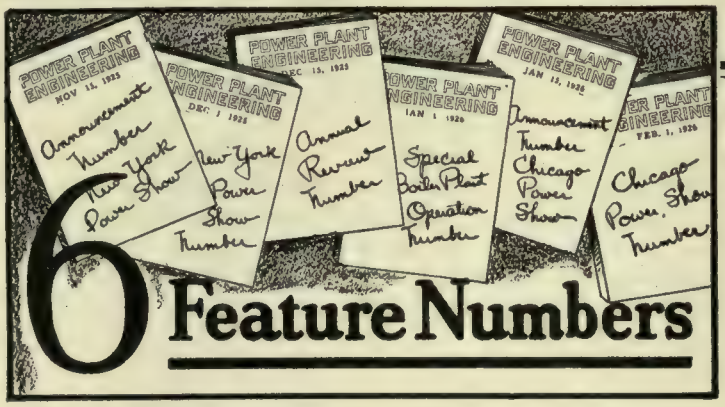
PERSONAL SERVICE

It isn't the size of an agency that insures the success of your advertising selling. Resultful service depends upon the particular abilities of a few individuals in the agency.

Sometimes the same type of individuals have been known to open small agencies of their own.

If you are in the technical field and would appreciate a service where the principals do the work, we have something of interest to tell you.

Arthur Henry Co.
INC.
Advertising
1482 BROADWAY
NEW YORK
Telephone BRYANT 8078



6 Feature Numbers

THE Six Feature Numbers of Power Plant Engineering listed below will cover the two great Power Shows, also the engineering achievements of 1925, and the important developments in boiler plant operation.

1 Nov. 15, 1925—Announcement Number, New York Power Show.

2 Dec. 1, 1925—New York Power Show Number.

3 Dec. 15, 1925—Annual Review Number.

4 Jan. 1, 1926—Special Textbook Number on Boiler Plant Operation.

5 Jan. 15, 1926 — Announcement Number, Chicago Power Show.

6 Feb. 1, 1926—Chicago Power Show Number.

How these Six Feature Numbers will serve the 23,242 subscribers to Power Plant Engineering and how your advertising may influence their decision in equipping their plants, is shown in a bulletin sent on request.

POWER PLANT ENGINEERING
537 So. Dearborn St., Chicago

campaigns for different products will have two or three alarming results:

1. 24,582 authors will begin to canvass the advertising world for what they think is easy money—

2. —the great majority of them, coming to advertising on a slumming expedition, will go back to their studios rudely disappointed, as the great majority af "serious" artists have gone back home from their slumming expeditions—

3. —which will give the author's league a revaluation of affairs and make Julian Street (formerly of Street & Finney), quit writing fiction articles about copy-writing.

4. Some of the authors will do well, and the copy-writers will get some stiff and wholesome competition, and begin to write their heads off. They will experiment with new forms, and practise long and bitterly with the technical instruments of the author himself, instead of sitting smugly within the double-barred confines of the cell which the bad copy-writer calls a "special form of writing."

5. —which can only result in a greater tolerance on the part of advertisers toward new styles of copy—

6. —and with a general stirring-about, the result is certain to be better copy, and more productive.

This suggestion is a long way from Mr. Cobb and Sweet Caps, and yet not so long neither.

p. s. His second Sweet Cap advertisement is good, too. Both of them are much better copy than an advertisement he once wrote for hire for Jack Tar Togs.

Charles W. Wrigley Company

Outdoor advertising, Chicago, announces the appointment of J. T. Bailey, formerly Detroit representative of the Donaldson Lithographing Company, Newport, Ky., as vice-president. He will be in charge of the Detroit office.

L. S. Goldsmith

New York, will direct advertising for Amsco Products, Inc., same city manufacturers of radio equipment.

V. Vivaudou, Inc.

Has obtained an injunction enjoining Vivi, Inc., from the use of the word "Vivi" either separately or in combination in connection with the advertising or sale of its toilet preparations, and from "all other acts calculated to cause its products to be passed off for those of V. Vivaudou, Inc."

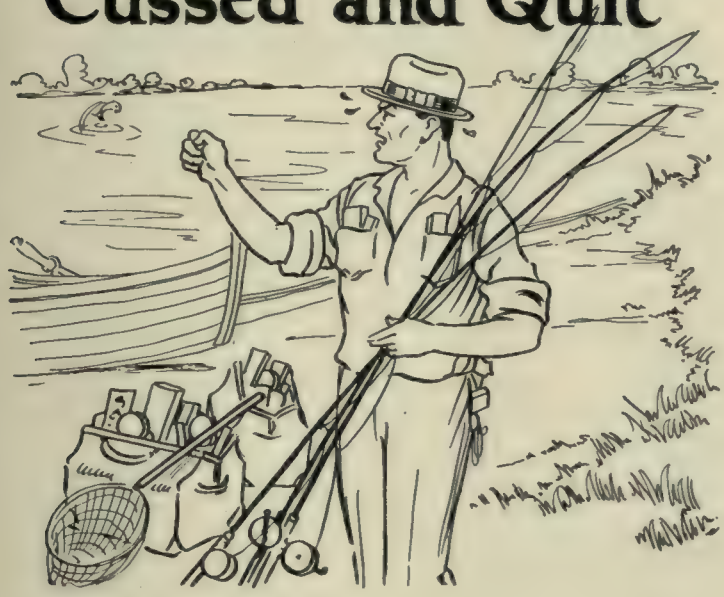
Walter F. Wyman

General Sales Manager, The Carter's Ink Company, has been appointed chairman of the Export Departmental, the newest division of the Direct Mail Advertising Association.

Arthur Rapetti

Sales promotion manager of The Mennen Company, Newark, N. J., has resigned his position.

The Fisherman Who Cussed and Quit



ONCE there was a fisherman who knew his line. And his hooks and equipment were the real stuff. He said: "If this doesn't get 'em, they are nailed to the bottom." There were plenty there all right, but they stayed in the river. All he really needed for success was a little information on where the fish hung out and their favorite form of diet. But the fisherman didn't know. He just cussed and quit and blamed it on the river.

Many an advertiser would have gained far richer results from the South had he known more about its reading and buying habits. A little study of circulation figures would have shown him that you can't reach the South through magazines alone.

Magazine circulations are comparatively small in the South. Newspapers are relatively more important. These are facts borne out by cold figures. The Southerner reads his daily paper from Weather Report to Want Ads. No hasty scanning of headlines. The newspaper advertiser gets full benefit—and rates are lower in the South.

Always potentially rich in its vast natural resources, the New South is rich in fact. Prosperity is here to stay. Each year finds a multitude of new buyers with money in their hands, waiting for the sales message to reach them. It can reach them in newspapers.

The Southern Newspaper Publishers' Association at Chattanooga, Tennessee, will gladly furnish definite information on the South as a market for your product. Write to them or to any of the newspapers listed below.

These Newspapers Furnish the Most Thorough and Economical Means of Reaching 10 Great States

ALABAMA

Anniston Star
Birmingham Age-Herald
Birmingham News
Huntsville Times
Mobile News-Item
Mobile Register
Montgomery Advertiser
Montgomery Journal
Opelika News

FLORIDA

DeLand News
Fort Myers Press
Gainesville Sun
Jacksonville Journal
Jacksonville Times-Union
Lakeland Star-Telegram
Miami Herald
Miami News
Orlando Reporter-Star
Orlando Sentinel
Palm Beach News
Sanford Herald
St. Augustine Record
St. Petersburg Independent
St. Petersburg Times
Tampa Times
Tampa Tribune
West Palm Beach Post

GEORGIA

Albany Herald
Atlanta Constitution
Atlanta Journal
Augusta Herald
Columbus Ledger
Moultrie Observer
Savannah News
Thomasville Times-Enterprise
Waycross Journal-Herald

KENTUCKY

Paducah Sun

LOUISIANA

Baton Rouge State-Times
LaFayette Advertiser
Lake Charles American Press
Monroe News-Star
New Orleans Daily States
New Orleans Item-Tribune
New Orleans Times-Picayune
Shreveport Times

MISSISSIPPI

Greenwood Commonwealth
Gulfport & Biloxi Herald

NORTH CAROLINA

Asheville Citizen
Asheville Times
Charlotte News
Charlotte Observer
Concord Tribune
Elizabeth City Advance
Fayetteville Observer
Gastonia Gazette
Greensboro News
Henderson Dispatch
Hickory Record
Kinston Free Press
Raleigh News & Observer
Raleigh Times
Rocky Mt. Telegram
Salisbury Post
Winston-Salem Journal
Winston-Salem Sentinel

SOUTH CAROLINA

Charleston News & Courier
Columbia Record
Columbia State
Rock Hill Herald
Spartanburg Sun
Sumter Item

TENNESSEE

Chattanooga News
Chattanooga Times
Clarksville Leaf-Chronicle
Columbia Herald
Greeneville Democrat-Sun
Knoxville Journal
Knoxville Sentinel
Memphis Commercial Appeal
Memphis Press
Nashville Banner

VIRGINIA

Clifton Forge Review
Danville Bee
Danville News
Danville Register
Fredericksburg Daily Star
Lynchburg Advance
Lynchburg News
Richmond News Leader
Roanoke Times
Roanoke World News
Staunton Leader
Staunton News-Leader
Winchester Star

VIRGINIA-TENNESSEE

Bristol Herald-Courier
Bristol News

SOUTHERN NEWSPAPER PUBLISHERS ASSOCIATION

"Sell it South Through Newspapers"

THE FISHER-BROWN AGENCY of St. Louis recently forwarded us a renewal contract, saying: "It is gratifying now after the first season of advertising our client in your publication to be able to send you an additional contract for an increased number of insertions.

"Luck plays no part whatever in the delivery of a contract for this client. Hard, fast rules are set, rigidly fixed, and every effort stressed to obtain satisfactory results for all advertising that appears in publications."

Plain language, isn't it? And doesn't it tell you why *Furniture Manufacturer and Artisan* should be on your list, if it isn't now? Write us about it—we have more interesting information you may wish.

The Furniture
Manufacturer & Artisan
GRAND RAPIDS, MICHIGAN
A. B. C. A. B. P.

Real Interest—

The Womans Press is the official organ of the Y. W. C. A. and is devoted to Y. W. C. A. work and affairs.

A magazine such as this is bound to have great influence. Especially when one considers that it reaches the 600,000 Y. W. C. A. membership and *also* those who have charge of spending the Y. W. C. A. budget.

Advertising here benefits by Womans Press influence with its readers. Let us send you a sample copy.

The
Womans Press
600 Lexington Ave.
New York

Definitions for Writing Advertisements

THE Better Business Bureau of the San Francisco Advertising Club in the interest of promoting the "Truth in Advertising" slogan has drawn up a compact and comprehensive set of rules and definitions for application to the writing of advertising copy. Assuming that untruthful advertising is often the result of ignorance rather than malice, these rules strive to educate.

In preparing copy it is suggested that the writer answer to himself the following questions:

1. What do you know about the goods you are advertising?
2. What do you want the public to believe?
3. What has the public a right to believe from your copy?

The rules themselves follow with concrete definitions.

Use Correct Names for Materials.

Wool means all wool.
Silk means all silk.
Rayon means all rayon.
Rayon Silk should never be used.

If More Than One Material Is Used All Must Be Mentioned.

For example: Wool and cotton—silk and wool—rayon and silk—wool, cotton and silk—wool, cotton and rayon.

Headings.

Be sure to qualify any materials differing from that used in the heading. For example: Silk dresses—Canton Crêpe, Crêpe de Chine, Faille (silk and wool).

Popular Fabric Terms Which Do Not Denote Material Contents.

The material contents should always accompany the following terms whenever used:
Velveteen, Flannelette, Sateen, Velour, Damask, Silkette, Domet Flannel.

Popular Fabric Terms Which Denote All Wool Fabrics.

When these terms are used on fabrics other than all wool the material content should be used:
Flannel, Serge, Worsted, Chinchilla cloth, Eiderdown, Cashmere.

Popular Fabric Terms Which Denote All Silk Fabrics.

When these terms are used on fabrics other than all silk the material content should be used:
Satin, Pongee, Velvet, Chiffon, Faille, Canton Crêpe, Crêpe de Chine, Charmeuse, Foulard, Taffeta, Duvetyn.

Wool Mixed and Silk Mixed.

Instead of using these expressions, the material content should be named, i.e., "wool and cotton"—"silk and cotton."

Silk Hosiery.

Always mention any parts of the hose that are not made of silk, i.e., "Silk hosiery (lisle tops and feet").

Furs.

Use the true name of the fur.

Trade Mark Names.

Use these only when you are sure they are correct.

Comparative Prices.

Be sure they are correct. Where a range of prices is used give the lowest as well as the highest. In advertising merchandise reduced from a higher price, the last price at which merchandise was on sale before being reduced should be given.

Jewelry.

Platinum—Should contain 925/1000 of pure platinum or metals of platinum group such as iridium, osmium, palladium, rhodium, and ruthenium.
Gold—The karat content should be used, i.e., "14K gold."
Gold Filled—If the karat stamp is used it should be preceded by fraction indicating the gold content, i.e., 1/10 14K.
Sterling Silver—Should assay 925/1000.
Silver Plate—If plated ware is included under the heading of silver it should be designated as silver plated ware.
Ivory—Composition or celluloid products should be advertised as imitation, manufactured or artificial.
Pearls—When not real should be described as artificial, imitation or manufactured.

Seconds.

The fact that merchandise is of second quality should be displayed prominently in advertising. The word "seconds" should be used without adjective qualification.

Spanish Prisoner.

The time-worn threadbare graft of the Spanish prisoner No. 2674 of Madrid, Spain, recurs with persistent frequency.

Some months ago the newspapers carried the story that the Spanish Prisoner (?) had been jailed, and that this graft was now over.

It would appear, however, that he is still very much alive and active. Not later than July 3, 1925, a member of this Bureau received the "come-on" letter.

Despite the years of publicity given to exposing this swindle, uninformed people are still falling for it. Advise your friends that the Bureau has a complete file on this situation and it is open to any inquirer, be he member or not.

Good Will.

"Good will is the disposition of the well pleased customer to return to the place where he has been well treated."
—United States Supreme Court.

What States were *highest* in Crop Values in 1924?

~no sales program can be complete unless it includes

OKLAHOMA
5th among all states in value of all 1924 crops

OKLAHOMA is the fifth richest farm market in the United States, and as such it merits a place on every farm paper schedule.

To influence the buying power of this wealthy rural market you will naturally use the Oklahoma Farmer-Stockman, Oklahoma's only farm paper.

Widen and fortify your sales hold in Oklahoma now . . . for latest government figures indicate a 1925 cotton production greater than the bumper crop of last year.

Read the "State Ranks" to the right. Be sure you *know* the richest farm markets!

In 1924 Oklahoma ranked first in broom corn production, second in cotton, fourth in wheat, and fifth in the total value of all crops.

STATE RANKS

In Crop Values as Shown by U. S. Government Figures

(DURING 1924 OKLAHOMA LED THE FOLLOWING STATES IN VALUATION OF *ALL* CROPS—SUCH AS WHEAT, COTTON, CORN, BARLEY, FRUITS, ETC.)

Oklahoma*	$427,934,000
California	423,698,000
Minnesota	408,829,000
Nebraska	369,779,000
Missouri	351,017,000
North Dakota	347,515,000
Ohio	330,724,000
North Carolina	320,485,000
New York	309,493,000
Wisconsin	290,257,000
Pennsylvania	285,757,000
Indiana	277,873,000
Michigan	268,674,000
Georgia	263,090,000
Alabama	243,994,000
Arkansas	241,636,000
South Dakota	238,916,000
Kentucky	232,412,000
Tennessee	230,333,000
Mississippi	223,024,000
Virginia	191,346,000
South Carolina	176,728,000
Louisiana	158,646,000
Montana	144,463,000
Washington	137,815,000
Colorado	128,318,000
Oregon	84,897,000
Idaho	84,857,000
Florida	82,705,000
West Virginia	75,348,000
Maryland	74,091,000
New Jersey	60,434,000
Maine	47,576,000
Massachusetts	47,541,000
Vermont	45,687,000
Utah	45,030,000
Connecticut	40,133,000
New Mexico	38,544,000
Arizona	35,556,000
Wyoming	29,098,000
New Hampshire	19,811,000
Delaware	19,662,000
Nevada	9,333,000
Rhode Island	4,461,000

*Exceeded in 1924 total crop values by only four states:

Texas	$920,081,000
Illinois	554,108,000
Iowa	531,136,000
Kansas	453,924,000

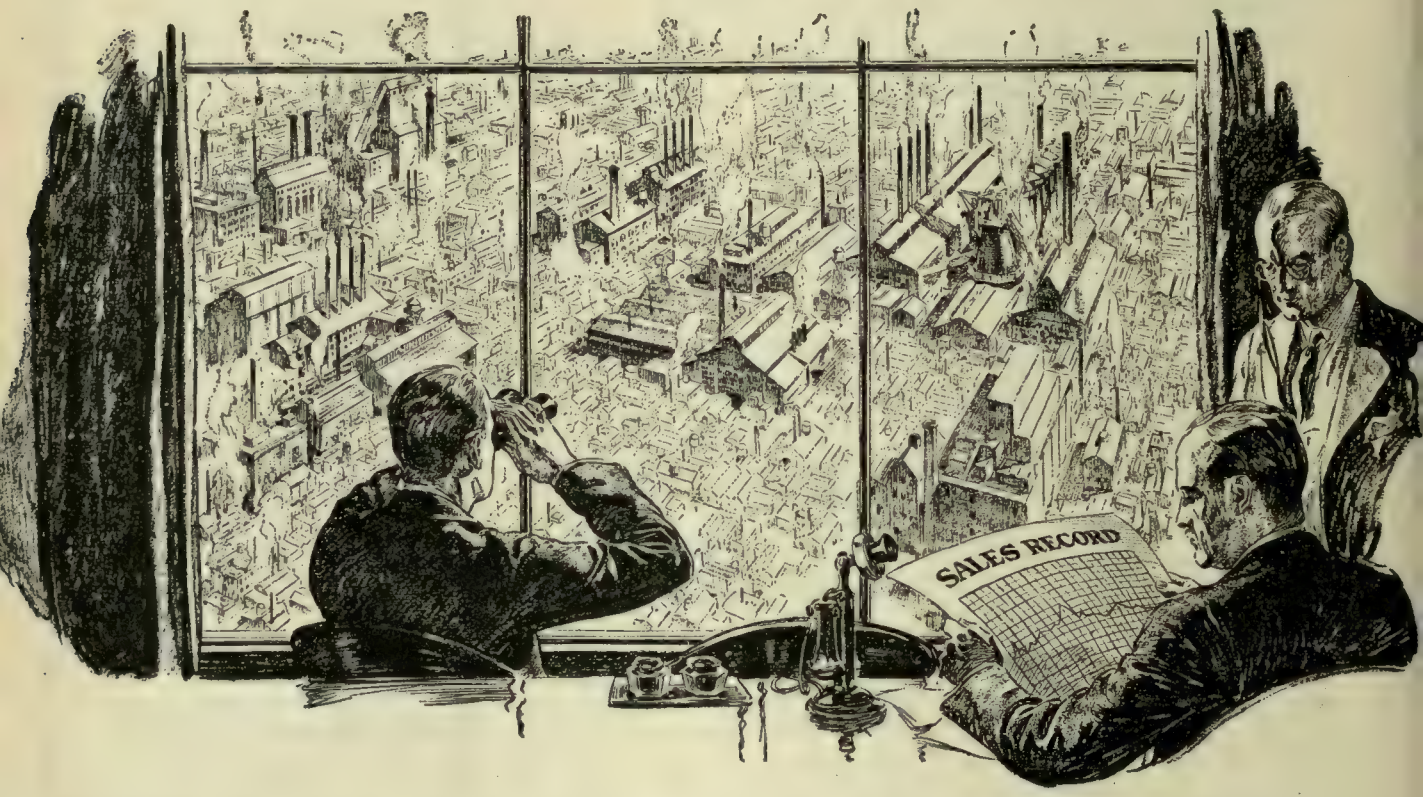
The OKLAHOMA FARMER-STOCKMAN

OKLAHOMA CITY

CARL WILLIAMS, Editor
RALPH MILLER, Advertising Manager

E. KATZ SPECIAL ADV. AGENCY: New York, Chicago, Kansas City, Atlanta, San Francisco

What will close Scrutiny



How one manufacturer, applying the McGraw-Hill "Four Principles of Industrial Marketing," discovered new opportunities for increased sales and profits

THIS MANUFACTURER had been spreading his sales effort over more than thirty industries. His salesmen had endeavored to sell prospects in all these different fields, although many of the industries they covered could not possibly use their products in appreciable amounts. Consequently, much time and effort were wasted on unprofitable markets.

With so many fields to cover, the salesmen could not become experts in the application of their type of equipment to the needs of any specific industry. They were generalists, and the manufacturer was compelled to accept an inconspicuous position in the general classification "machinery manufacturers." His "Jack of all trades" policy had gained him no recognition as "master" of any.

Applying the McGraw-Hill "Four Principles of Industrial Marketing" this manufacturer accomplished the following:

1 **MARKET DETERMINATION. He classified his worthwhile prospects into six distinct groups in which he found 80% of his potential market. These six groups were then set up for thorough study and intensive sales development.**

# of your Market Reveal?

2 BUYING HABITS. With but six markets to concentrate on, he became familiar with the buying habits of each, thus reducing his sales resistance. Moreover he was better able to discuss the applications of his machinery to these industries.

3 CHANNELS OF APPROACH. He concentrated his sales promotion work on six markets in a direct and specific manner. The waste of "casting bread upon the waters" gave place to direct and resultful methods.

4 APPEALS THAT INFLUENCE. He is advertising and selling in specific terms instead of generalizing. His story carries a message of vital interest to the buyers of each market.

THE net result is that this manufacturer by studying the specific application of his equipment to the industries where his largest potential volume lay, and concentrating his efforts in the industries, found greatly enlarged opportunity for sales. And he also found greater opportunity for profit by standardizing production on fewer types of application.

What Will Close Scrutiny of Your Market Reveal?

WILL you also find a few industries so outstanding in their importance to you that they over-shadow all others? Will you find that you can simplify your selling by classifying your worth-while prospects into groups with similar buying habits?

Whatever you find, a true inventory of your sales possibilities in each industry is as necessary as an inventory of finished products and materials on hand.

If you haven't available the necessary data upon which to base a study of your markets, the McGraw-Hill Company may be able to help you.

The McGraw-Hill Company is the focal point for information on the activities of many industries. The moves of industry are mirrored there and reflected to the world through fifteen McGraw-Hill publications.

The knowledge of industry gained by 50 years of intimate contact is at the service of manufacturers who seek to sell industry most efficiently.

It will be a pleasure to assist manufacturers and their advertising agents in analyzing their markets and applying the McGraw-Hill "Four Principles of Industrial Marketing" to their own selling and advertising.

The first step will be to read "Industrial Marketing" which graphically covers the results of a broad study of the buying habits of industry. This book will be sent upon request to any manufacturer whose market embraces any of the industries covered by the McGraw-Hill publications.

McGRAW-HILL COMPANY, INC., NEW YORK, CHICAGO, PHILADELPHIA, CLEVELAND, ST. LOUIS, SAN FRANCISCO, LONDON, PUBLISHERS OF

McGRAW-HILL PUBLICATIONS

REACHING A SUBSTANTIAL MAJORITY OF THE POTENTIAL BUYERS IN THE INDUSTRIES THEY SERVE

Mining
ENGINEERING & MINING JOURNAL PRESS
COAL AGE
Radio
RADIO RETAILING
RADIO TRADE DIRECTORY

Electrical
ELECTRICAL WORLD
JOURNAL OF ELECTRICITY
ELECTRICAL MERCHANDISING

Industrial
POWER • AMERICAN MACHINIST
CHEMICAL & METALLURGICAL ENGINEERING
INDUSTRIAL ENGINEER

Overseas
AMERICAN MACHINIST (EUROPEAN EDITION)
INGENIERIA INTERNACIONAL

Construction & Civil Engineer
ENGINEERING NEWS-RECOR
Transportation
ELECTRIC RAILWAY JOURN
BUS TRANSPORTATION

This advertisement is the fifth of the series which is appearing in the *New York Times, Philadelphia Public Ledger, Pittsburgh Gazette-Times, Cleveland Plain Dealer, Detroit Free Press, Chicago Tribune* and *New York Herald-Tribune;* in *Printers' Ink, Advertising and Selling Fortnightly, Class,* and in the McGraw-Hill Publications. The purpose of these advertisements is to arouse a national appreciation of the need for improving industrial sales efficiency, and to awaken a keener interest in the correct principles of industrial selling.

The Earhart Color Plan

is in daily use in many concerns doing the finest Printing, Engraving and Advertising in America.

✧ ✧ ✧

Nearly a million impressions were required to produce 4,000 copies.

✧ ✧ ✧

It is a practical instrument representing the summed up study and experience of 40 years by a recognized authority on color.

✧ ✧ ✧

It does not require the exact matching of colors. Harmonious combinations can be selected without waste of time.

✧ ✧ ✧

It is very easily understood and workable.

✧ ✧ ✧

Sells for $12.50 and is worth many times its cost.

✧ ✧ ✧

Order your copy today.

✧ ✧ ✧

The Feicke Printing Co.
424-36 Pioneer Street
Cincinnati, Ohio

Coordinating the Steps of a Sampling Campaign

[CONTINUED FROM PAGE 25]

The firm that I am now connected with does not do any sampling or any house to house demonstration work. Our products are entirely food products. We have done a great deal of introductory work in territory that we call virgin territory—territory where our products and our name or reputation are entirely unknown. We go in there on perhaps one item which we propose to advertise. First we select the markets and figure out in our own way what the possiblities are. Take, for illustration, a city that has a population of about 120,000. We will say that 120,000 means that there are approximately 400 stores there. We hit at that this way: We estimate that there is about 300 population to the average grocery store, or figuring it another way, about 60 families or sixty regular customers to the regular grocery store. And figuring five to the family, that is 300 population. That then gives us 400 stores in an average market of 120,000.

Right at the beginning we eliminate 20 per cent of those 400 as being small stores, or, perhaps, stores which are run by foreign speaking people who may or may not be interested in our product at the first time around. So we eliminate those in our first working. We figure that 60 per cent of the 320 stores that are left are enterprises we should sell in our first canvass. This, understand me, is not an actuality at all; it is merely an estimate. That gives us 192 stores that we feel we should get our product in on the first working. And 40 per cent of that 192 or 76 stores, should buy about five cases, which would leave 116 stores that would buy perhaps one case.

I PICKED out a city of 120,000 because that could be worked by one salesman, and if you take 400 stores, that would mean about one month's work—100 calls a week or about an average of 15 or 16 calls a day. Sometimes they will make 20. Some salesmen do not work Saturdays; others do. But 100 calls a week is about the average. And that is about a month's work.

The volume of business would tell us about how much we could expect out of that market. It would also give us an idea of how much money we wanted to spend in advertising in our introductory campaign.

After we pick out the town, we consult with our advertising agency. They will tell us the best medium of publicity to use in that market, whether it is newspapers or some other form. If it is the former we immediately get the circulation of that newspaper, not only the city, but the suburban and country circulation. After we work the city, we make up a route of those little suburban centers, based on the circulation of the newspaper, and we go right in to those towns and do the same work exactly as we do in the city.

INCIDENTALLY, while we are working the trade and doing our introductory work, our arrangement with the newspaper has already been made and our contracts have been closed, so that our men can go in to the retail grocer and tell him that we have contracted for a certain lineage and a certain amount of newspaper space that is going to start immediately, as we get our distribution. We don't spend five cents in advertising until such time as we have the goods in the store—on the retailer's shelf—so that when the lady sees the ad in the paper and is impressed sufficiently with it so that she wants to try the product, she can go there and get it. You will readily see what might happen if she was curious from having read the ad, then went and tried to get the product in two or three stores, and couldn't buy it. She would lose interest immediately and the advertising effort would be largely lost.

As an example of what may happen in a case like this, let me cite the experience of a woman friend of mine. A certain manufacturer of canned pork and beans advertised extensively in a city I know of. On advertisement there was a coupon which entitled any woman who would clip it out to obtain from her grocer a can of that particular brand free of charge. This woman did exactly that, only to be told by the grocer that he did not carry that brand. "But I will be very glad to give you a can of Blank's," he added, naming the advertiser's leading competitor. Thus the advertising appropriation of one company served only to forward the interests of its rival.

After doing our introductory work in those towns we figure that we get about a 40 per cent repeat about every three months. That figure is based upon our actual experience in selling our own product. So if you take that 40 per cent and figure it against your introductory business, you can get a fairly good idea of just how much business you can expect to get out of that one market, out of that one center (by the market, I mean not only the city

but the suburban) in a year. That enables you to work out a fairly good estimate on your year's business all over the territory where you have done your introductory work, and you can at the same time figure how much business you are going to get for the money you have to spend on more introductory work.

THERE is another plan we use to very great advantage when we are doing introductory work. Our product is merchandised through the wholesale grocery. Our men go out and sell the retail grocer. They take the order from the retail grocer and turn it over to the wholesale grocer to be filled. You can realize that it is pretty expensive also to go out and do a whole lot of this specialty work, and then turn the business over to somebody else to be filled. We have to give the jobber his trade discount, and where we do specialty work all the business goes over to the jobber. Naturally we expect him to support us.

A wholesale grocer located in a small center has sometimes from eight to twenty-five salesmen. They go off to all the small places, work all the cross-road country stores, and every one of them has his own particular route. Naturally they reach a tremendous distribution that we couldn't begin to take care of with our own small force of specialty salesmen. You can appreciate what it means to a concern like ours to get the support of the jobber's salesmen, in obtaining distribution. We not only do it during the introductory period, but very frequently after the goods have been introduced. Occasionally you have to keep your sales effort up so that the entire burden does not rent on the advertising. After the introductory work is done we take the salesmen out, but we leave a local man in charge there to look after the territory.

We also support our publicity by advertising material that we get out ourselves. We have show cards of various kinds, booklets, pamphlets, material for window decoration, and things of that nature. Some people think that the advertising is going to do the whole job. We don't. We believe the best way to cash in on your advertising is to get your advertising right in the store where the lady or the gentleman, as the case may be, who comes in to buy, will see it. In that way he will connect up what he sees right in front of the store with what he has already seen in the newspapers or magazines or billboards, and then you have the two together. You have your advertising right at your source of supply.

Geo. S. Macdonald and Associates

New York, has purchased *The Radio Dealer* and allied publications, and has formed the Radio Dealer Publishing Company, Inc. Mr. L. A. Nixon, who has been in active management of *The Radio Dealer* group, will remain with the organization as vice-president.

AMERICAN SHOEMAKING

PUBLISHED EXCLUSIVELY FOR MAKERS OF SHOES AND THEIR DEPARTMENT HEADS AND BUYERS

LEADS

IN

PAID SUBSCRIBERS
PAGES OF ADVERTISING
PAGES OF INTERESTING READING
RESULTS FOR ADVERTISERS
WANT ADVERTISING

$200,000,000

EXPENDED ANNUALLY BY SHOE MANUFACTURERS FOR EQUIPMENT AND SUPPLIES AS WELL AS MILLIONS FOR RAW MATERIALS

Reach This Field Through

AMERICAN SHOEMAKING

683 ATLANTIC AVE. BOSTON, MASS.

MEMBER A. B. C.

Topeka Daily Capital

The only Kansas daily with circulation thruout the state. Thoroughly covers Topeka, a midwest primary market. Gives real co-operation. An Arthur Capper publication.

Topeka, Kansas

The Standard Advertising Register

is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.

National Register Publishing Co.
Incorporated
15 Moore St., New York City
R. W. Ferrel, Manager

Shoe and Leather Reporter
Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday. $6 yearly. Member ABP and ABC.

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays

THE JOHN IGELSTROEM COMPANY

Massillon, Ohio Good Salesmen Wanted

Make your letters pay bigger dividends

Your every-day mail can be made to bring thousands of extra dollars in sales or good will if you put the right interest, personality and power into what you write.

Let S. Roland Hall, a business-writing expert, help you. His ideas cost a mere trifle compared to the possibilities.

In the four "meaty" volumes of Practical Business Writing, the author has put a remarkable treatment of a great range of business letters—from sales, adjustment and collection letters to letters for salesmen, dealers, women, farmers, technical people, etc., a wealth of definite examples, illustrations and experiences. "Destined to be the Bible of the movement to set letters in their rightful place," says Dr. Dignan of LaSalle Extension University.

S. ROLAND HALL'S

PRACTICAL Business Writing

Four volumes, 1272 pages, 5½ x 8, fully illustrated, library binding
$1.00 in ten days and $2.00 monthly for five months.

In addition, these helpful books deal with writing business items for newspapers, articles for magazines, the editing of house organs, writing effective advertisements, making surveys, preparing reports, etc.—information that every business and professional man needs. The author was formerly principal of the International Schools of Advertising and Salesmanship, is now a successful advertising agent and counselor. Has helped thousands to improve their skill in writing. His aid may be worth many hundreds of dollars to you.

Sent on approval
No money down
Small monthly payments

Judge the value of this dollars-and-cents set of books for yourself. The coupon below will put them on your desk.

McGRAW-HILL FREE EXAMINATION COUPON

McGRAW-HILL BOOK CO., INC.
370 Seventh Avenue, New York.

You may send me the S. ROLAND HALL PRACTICAL BUSINESS WRITING LIBRARY for ten days' free examination.

If the books are satisfactory, I will send $1.00 in ten days and $2 a month until your special price of $11.00 has been paid. If not wanted, I will write you for shipping instructions.

Signed .....

Address .....

Position .....

Company ..... A. F. 9-23-25

Field Day for Cleveland Chapter of Four A's

ABOUT 150 representatives and members of the Cleveland chapter of the American Association of Advertising Agencies were present at the annual field day of that organization which was held on Friday, Sept. 11, at Nela Park, Cleveland. The general committee under the direction of C. L. Eshleman of Griswold-Eshleman had arranged a varied and attractive program which included athletic events and a diverting entertainment in the evening.

In order to facilitate the success of the field events the party was divided into two groups—golfers and non-golfers. The former held a tournament of twenty-seven holes—a nine hole qualifying round in the morning and eighteen holes in the afternoon. Frank Orchard of Butterick Publications, Wilbur Eichelberg, *American Legion Weekly*, and E. G. Meister, International Trade Press, all tied for low gross for the twenty-seven holes with 132. Frank Orchard won the match play; B. A. Collins won flight "A" with a gross of 95, net 58; E. B. Stone, Curtis Publications, led flight "B" with a gross of 100, net 60; and R. C. Chappick, *McCall's Magazine*, was winner of the blind par holes.

Among the non-golfers, the winning indoor baseball team players were: Joseph Scolaro of Guy S. Osborne; W. E. Brewster, *Christian Science Monitor;* S. A. Lewis and Vance Chamberlin, both of Griswold-Eshleman; R. G. Smith, *Building Supply News;* F. X. Gaughen, Capper Publications. Henry Lesher, *Motor Age*, who played on the losing team, was awarded a special prize for being of the most help to the winners. The winning tennis team was composed of W. E. Brewster and F. X. Gaughen. Winners at horse shoes were Hutchinson of the *New York Journal*, and S. A. Lewis. G. E. Gilbertson of Robert E. Ward won the swimming race, and Hutchinson took first honors in the plunge for distance.

The evening's program consisted of the presentation of prizes to the winners of the day's events and a theatrical entertainment given by the "talent" of the chapter. The efforts of the latter were received with greatest enthusiam and approval by the audience.

The entertainment took the form of a vaudeville show complete in five acts, the first of which was a skit entitled "Love Will Find a Way." The stellar rôles were handled admirably by J. H. Jameson of the H. K. McCann Company and R. F. Moore of Dunlap-Ward. The loud and continued applause at the end of this offering evidenced the histrionic ability of these two gentlemen. John Pollock of *Collier's* had the leading and only rôle in the next act, which was billed as "Modern Inventions" (with apologies to Ed Wynn). So excellent was Mr. Pollock's performance, and so enthusiastic was its reception that any apologies seem superfluous. After this came "Short Turns and Encores," enacted by the "Curtis Bunch" with much gusto and considerable talent. The costumes for this piece were designed by the Bailey Company of Cleveland and were the object of much favorable comment on the part of the audience. This was followed by Orchard and Lynch in "The Most Important Thing About Advertising Is the Contract (if it runs)." These two gentlemen maintained with ease the high standard set by their predecessors. As a fitting climax to an evening replete with brilliant exhibitions of the Thespian art, the Business Papers Dramatic League presented "Coverage, Mr. Smith." This piece called for some especially clever acting, and the League was fortunate in being able to secure the services of such scintillating geniuses as F. W. Schultz and C. S. Baur, both of *The Iron Age;* J. P. Newman of McGraw-Hill and W. J. Feddery of the *Hardware Age.*

Three Hippodromes to Hold Them

New York's largest theatre is the famous Hippodrome. Under its spacious roof they can seat over 5,000 people—the population of a small town.

But it would take over *three* Hippodromes to hold all the readers of *Electrical Merchandising*—over 15,000 of them. Quite an audience for the electrical manufacturer, even if these 15,000 people were just consumers.

But they are more than consumers—these 15,000 readers. They are the purchasing agents for the 65,000,000 people in the United States who live in electrically-wired homes.

Who are these 15,000 buyers of electrical materials and equipment? They are electrical dealers, electrical contractors, jobbers, lighting companies selling electrical merchandise and hardware and department stores with electrical departments. Last year they rang up $750,000,000 on their cash registers. This sum represented their sales of electrical appliances, lighting fixtures, portable lamps, wiring supplies, etc.

If you have something to sell to the electrical trade you have a distribution problem—you must pick out proper outlets for your wares. Other manufacturers are building distribution and promoting sales through the advertising pages of *Electrical Merchandising* because it has the largest circulation of any electrical trade publication. So can you!

A copy of an interesting booklet, "The Man Who Has the Biggest Electrical Job in America," by Howard A. Lewis, will be sent to electrical manufacturers and their advertising counselors upon request.

ELECTRICAL MERCHANDISING

Tenth Avenue at 36th Street, New York

A.B.C. *a McGraw-Hill publication* A.B.P.

78% Sales

NEWS stand sales of THE FORUM for the past six months have averaged 78% of distribution—this in spite of the fact that distribution of copies to news stands was increased by over 70% during that period.

Such an achievement for a quality magazine is particularly striking in view of a generally dull Summer season. It marks the rapidly growing appreciation of THE FORUM's editorial policy.

Member Audit Bureau of Circulations

FORUM

America's Quality Magazine of Discussion

247 PARK AVENUE · NEW YORK CITY

Advertising *Typographers*

Custom-built Ads

Typographically all booklets and ads are ready-made or custom-built. Pittsford is strictly a custom shop. Here your printed matter is never cut to a stock pattern.

Ben C. Pittsford Company
431 South Dearborn St.
Phone Harrison 7131

DISPLAY advertising forms of Advertising and Selling Fortnightly close ten days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the October 21st issue must reach us not later than October 12th. Classified advertisements will be accepted up to Saturday, October 17th.

THE AMERICAN ARCHITECT
A. B. C. Est. 1876 A. B. P.
Compare the editorial contents of all the architectural journals, then you will understand why THE AMERICAN ARCHITECT's circulation is constantly increasing and why it holds a high renewal percentage.
Also why it annually carries the largest volume of advertising in its field.
Further information sent on request.
243 West 39th St. New York

MOVING

Be sure to send both your old and your new address one week before date of issue with which the change is to take effect.

Salesman Backs the Credit Man

[CONTINUED FROM PAGE 28]

consumption, for individual satisfaction, for individual extravagance is a great misuse of that element. We are facing in this country a peak of instalment credit that has reached the sum of at least three billion dollars. Some merchants find business slow. Others do not find it entirely satisfactory, yet there is a satisfactory volume of commodities moving. Why is that? It is because some people are not using their incomes properly. They are cheating themselves by getting something for a dollar down and a dollar a week until eternity.

THE prosperity of this country is going to depend upon the entire business group unless national credit should go to pieces. Analyze every panic we have had in this country and you will find that it was due to the misuse of credit. You cannot take credit and play with it. You cannot manufacture credit. Credit is a human element based on the three things that I have mentioned before: Character, Capacity and Capital. When credit is expanded unduly the breath of suspicion comes and confidence is immediately upset. A rush occurs and a disturbance that is sometimes disastrous follows.

In 1920 if it had not been for our magnificent banking and currency system—the Federal Reserve System—we would have had the most costly panic in the history of the Nation. We had to sit by and take it because we could not hold our sales in leash. We could not control prices which by some methods of selling had become uncontrollable and unsafe.

It is so easy for the salesman in his zeal to sell a man several thousand dollars worth of goods when several hundred dollars worth would be sufficient to meet the needs of the buyer. The salesman has as large a responsibility as the credit man to maintain the sanctity of the credit contract and the wholesomeness of business in such a case. The salesman is first in the field and he can do a great deal of good for the credit man. He must be a user of credit and not an abuser. If he is this he is a good salesman in the true sense of the word.

I like to see the little fellows with possibilities and potential powers trained into good merchants by credit men. When I appraise the worth and value of a salesman, I want to see the merchants he has made and not the merchants he has broken by his sales.

Advertising Specialty Association

Has completed the program for the twenty-second annual convention of the association, which will be held in Chicago, September 21-24, inclusive.

Let's Stop Guessing About Copy

[CONTINUED FROM PAGE 24]

the people gave their verdict no publisher believed that "Uncle Tom's Cabin" or "The End of a Perfect Day" would sell in the millions. Producers were not at all certain that "The Covered Wagon" would earn its cost; that "Abie's Irish Rose" would not be a financial failure.

Much money is invested in single advertisements. More money usually than it costs to publish a song or book. More, frequently, than it costs to produce the average play or picture. When these other ventures fail the loss is measurable. When an advertisement fails you may never know it. You may continue your campaign in the belief that the losing advertisement is as successful as the others.

Some method must be used to check up on advertisements; some way to separate the sheep from the goats. I have said that this new method provides a more accurate test than either sales or inquiries. Many factors besides the copy enter into a sale. Publications differ in reader interest; towns differ in appreciation of your product. Seasonal changes occur. Dealers in some places are aggressive; elsewhere indifferent. Some advertisements receive good position; others poor.

So advertisers are seldom able to include in a sales test a sufficient number of towns or a sufficient number of insertions for inequalities to be completely lost in the average. When proofs are submitted to readers, however, all factors except the advertisement itself are excluded. The result becomes an exact measure of comparative value.

I have said that this method is quick and simple. You can easily see why. No need to wait for the advertisements to be published. No need to wait for sales to be checked. After the proofs are ready you merely put them in the hands of typical readers and await their judgment. The cost is usually less than a third of testing by sales or inquiries.

Now to answer some objections. Did we ask, in the instance just described, enough people? Isn't sixty-nine a small number on which to predicate the likes and dislikes of millions? No, it is not too small. Usually a lesser number of opinions give the desired result. On one questionnaire the combined opinions of thirty-one people on a set of buying appeals were substantially the same as the combined opinions of twenty thousand. The differences were minor ones. I have much evidence on this score; at some future time I hope to present some of it in these pages.

A common objection is that people are conscious of making a choice, and that this consciousness prevents them from giving you a worth-while answer; that they attempt to make a choice which will reflect credit on their taste or intelligence. The answer to that ob-

"It's Difficult for Girls"

a new serial by

Dorothy Black

beginning in our December issue

Henry Holt & Company say of her: "In Dorothy Black the publishers believe they have made a great discovery. She belongs to the literary family of Eleanor Hallowall Abbott, 'Elizabeth' Temple Bailey, and Gene Stratton Porter. Her first serial, 'Romance—The Loveliest Thing,' appeared in Ladies' Home Journal, and her short stories have been accepted by The Delineator and the Pictorial Review."

One of the secrets of our leadership in the Small Town magazine field is that we give to our subscribers

Good Fiction

(*First Serial Rights*)

There is no way to attain reader confidence except by making a real investment in high grade editorial content.

People's Popular Monthly

Des Moines, Iowa

CARL C. PROPER, Publisher GRAHAM STEWART, Adv. Director

1,000,000 Circulation

Bakers Weekly A.B.C.-A.B.P. New York City

NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.

Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

American Lumberman

Est. 1873 A. B. C. CHICAGO

With over 100 paid correspondents in the largest producing and marketing centers the American Lumberman—published weekly—effectively

COVERS LUMBER FIELD

A TAYLOR THERMOMETER ADVERTISES 24 HOURS EVERY DAY

Agents whose clients' products are in keeping with thermometer advertising recommend *Taylor* Outdoor or Indoor Advertising Thermometers. All year round publicity, because of universal human interest in temperature.

Write for catalog and quantity prices.

Taylor Brothers Company

ROCHESTER, N. Y. N-38

(Division of Taylor Instrument Companies)

National Miller

Established 1896

A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. paper in the field.

630 W. JACKSON BLVD., CHICAGO

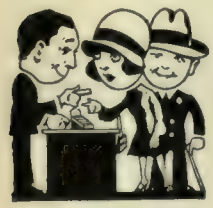
Sweetland's Column

In which will be told stories of direct-mail campaigns he has created.

Whiskers Are Responsible For This Victory

Repetti, Inc., of Long Island City, through an advertising arrangement with the American Safety Razor Company which permitted them to offer a Gem Minute Man model safety razor with each carton of the famous Repetti Caramels.

A direct mail campaign consisting of four inexpensive broadsides were mailed to a list of 7500 jobbers telling of this interesting offer. The results were phenomenal. 300 telegraphic orders, calling for from one to ten cases of caramels, were received from the "early birds," in addition to over a hundred mail orders. All of these were received from *new jobbers*, please bear in mind—and up to the present, 75% of them have repeated, becoming steady customers. No other form of advertising was used to exploit this offer.



Although the expense of this campaign was extremely low in comparison with the business received — after the year's sales from the new accounts have been totaled up, the advertising cost will be forgotten entirely.

If you don't believe that big business can be secured economically by direct mail—just ask Repetti.

We shall gladly give the details of this campaign to those interested.

SWEETLAND ADVERTISING
INCORPORATED
DIRECT MAIL CAMPAIGNS
25 WEST 43RD ST.
NEW YORK

jection is easy. Never mind the analysis of people's mental reactions. The big question is: "Does the advertisement which people say will most quickly get them to buy—does that advertisement make the most sales?" Well, it does.

So, if you want to know what will make readers buy—stop guessing—ask them. Don't ask a few advertising men and let it go at that. The advertising man's opinion is very worth while on matters of advertising. I certainly do not wish to impugn his judgment about that. Years of experience have taught me that when it comes to advertising the average business man is a babe in the woods. But if you are seeking to know which of two headlines millions of people will be most likely to read. don't ask an advertising man to tell you out of his own experience. He won't be able to tell you which of the two his own wife would choose. How can he speak for a multitude of people whom he has never met?

But, you insist, how about a *group* of advertising men, say about seven or eight of them, around a conference table? It is almost impossible to determine the public's choice in this way. In the first place, some one of the group's members will dominate. He may dominate through superior prestige, knowledge or position. He may dominate through his persuasive ability, or he may dominate through the energy with which he champions his opinion. Personalities enter, too. Some of the group may hesitate to vote against the work of a friendly associate. Your public doesn't hold meetings to decide which advertisement to read—people read as individuals.

Moreover, in only the rarest of instances do seven or eight opinions seem to be enough. Here again the conference method fails. As a rule, it takes somewhere between thirty-five and seventy-five opinions to get an average that will hold. It took one hundred and fifty opinions to show the difference in value between two types of appeal for a certain product.

Now consider the way in which much copy is written. An investigation having been made, a report is given to the writer. Or, perhaps, the writer made the investigation himself. He talked with a great many people probably and returned to his desk feeling thoroughly familiar with the attitude of the public toward his product. He knew what it liked and what it disliked. So he sat down to write.

But the moment he touched pencil, pen, or typewriter key, the moment he began *expressing* what he had learned, a new factor entered. That factor was "words." The dictionary defines words as people *ought* to know them. It gives the exact meaning according to the lexicographers. But people seldom know the exact meaning of a word; only the exception can repeat to you the dictionary's definition. They understand words only approximately, and each person gives a word his own particular shade

In
SOUTH BEND
It's the
NEWS-TIMES

Our local advertising rates are 10% higher than the second paper.

We lead in local advertising.

Member of A.B.C.

Represented by
Lorenzen & Thompson, Inc.
New York
Chicago San Francisco

The Advertiser's Weekly
The Organ of British Advertising

The only weekly paper in the British Empire exclusively devoted to Publicity.

The only Advertising Publication in Great Britain giving audited net sales figures.

Published for all who wish to be informed on British advertising and its development.

Subscriptions $5 annually, post free.
Advertisement rates on application to
New York Office
9 E. 38th St. N. Y. City
or
New England Office—c/o Mr. Frank E. Willis, 148 State St., Boston, Mass.

of meaning. Starch points out the fact, and I have observed it in my own work, that the idea itself is less of a factor than the words in which it is expressed. A poor argument in the words of a clever salesman wins. The best of arguments in the words of a poor salesman loses. The value of a writer's work is measured by how closely he comes to the words and phrases which millions of people accept.

An observation by G. Lynn Sumner fits perfectly at this point. "You as an individual or I as an individual absolutely cannot foretell with assurance what a large group of people are going to think about. . . . We can guess, of course, and the more experience we have had the more accurately we may be able to guess, but we never can completely submerge our own individual tastes and opinions. A song writer may write one song that will be an enormous popular hit and sell a million copies. He may write another that seems to *him* to be just as catchy, just as full of sentiment, and it may fall as flat as the proverbial Aunt Jemima."

Again, I repeat, the big question is—Does the advertisement which people say will most quickly get them to buy actually make the most sales? I have figures to show that it does. Other people have figures that show the same. After that, what? How can the method be most profitably applied? I have seen more than three hundred sets of advertisements, headlines, pictures, texts, submitted to typical readers. I have faced and, I believe, conquered many of the difficulties which come with the organization of such a large-scale effort. My experiences during this work make a fascinating story, too long a story, however, to find a place in this article. What I want to leave with you now is a reasonable conviction that the method is sound, or a desire to check it up and see for yourself. As for myself, I feel, as does a speaker I recently heard over the radio, "It is the taste of the fish that decides the kind of bait to be used, not the taste of the angler."

Ralph Starr Butler

Formerly advertising manager of the United States Rubber Company, has been appointed advertising manager of the Devoe & Raynolds Company, Inc., of New York, paints and varnishes. He will succeed Theodore E. Damm who will devote part of his time to sales activities.

W. J. Munro

Formerly associated with the Cleveland office of MacManus, Inc., Detroit advertising agency, has been appointed vice-president of the household brush division of The Osborn Manufacturing Company, Cleveland.

A. J. Slomanson

Formerly associated with Halister Clark, Inc., New York advertising agency, has joined the Macfadden Publications, Inc., New York.

Textile Industry A Profitable Field

The treasurer and manager of one of the most successful cotton mills in the United States pays 18% dividends and the stock sells for 250—has just written us a letter on a matter of service and ends the letter:

"It is mighty fortunate for the textile industry that it has a trade paper like the American Wool and Cotton Reporter." This letter is on file and it is wholly distinct and legible over the signature of the treasurer and manager referred to—anyone can see. It is an unsolicited testimonial.

This corporation operates two mills in New England. It owns its own hydro-electric plants, its own steam plants, its own dyeing, bleaching and finishing plant, two distinct mill villages. It is very rich and buys gilt-edged securities. Here is a corporation that buys everything necessary for the upkeep and operation of two cotton mills, two steam plants, two hydro-electric plants, a dyeing, bleaching and finishing plant and two mill villages.

There are hundreds of corporations just like this in the textile industry, hundreds of mill treasurers and managers to whom the American Wool and Cotton Reporter is the law and the prophets.

Advertisers in the American Wool and Cotton Reporter reach mills of this kind, the advertising appeals to men who have faith in the medium carrying the advertising.

Standard 7 x 10 Page **Established 1887**

Charter Member A. B. C.

American Wool and Cotton Reporter

BENNETT SERVICE

Recognized Organ of the Great Textile Manufacturing Industries of America
The Oldest Textile Paper of Continuous Publication in the United States
Largest Circulation in the United States of any Textile Publication

530 Atlantic Avenue
Boston

518 Johnston Bldg.
Charlotte, N. C.

BINDERS FOR ADVERTISING AND SELLING FORTNIGHTLY

They have stiff, cloth-covered covers and are die stamped in gold lettering. Each binder will hold one volume (thirteen issues). The price is $1.85, which includes postage.

ADVERTISING AND SELLING FORTNIGHTLY
9 East 38th St., New York City

Have you ordered your copy of

Crain's Market Data Book and Directory

1925-1926 Edition Now Ready!

The Indispensable Advertiser's Reference Book

Marketing Facts!—Publication Data!

The basic facts regarding every trade, industry and profession. Five hundred pages crammed with the information you need in planning your advertising and sales promotion work. Authoritative data—no guess work.

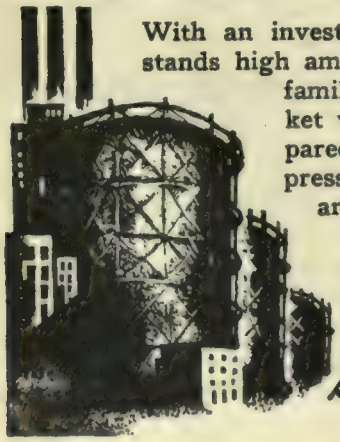
Every section contains a complete classified list of publications serving the field with rates, circulations and mechanical requirements.

The only published list of foreign business papers.

Sent on approval—Price $5.00
Order Now!

G. D. Crain, Jr., Publisher
537 S. Dearborn St., Chicago

"Impressive Facts About the Gas Industry"



With an investment of $4,000,000,000, the gas industry stands high among the country's leading industries. To familiarize advertisers with the enormous market which this business affords, we have prepared an attractive little booklet entitled "Impressive Facts about the Gas Industry." You are invited to send for a copy.

Robbins Publishing Co., Inc.
9 East 38th Street New York

GAS ENGINEERING AND APPLIANCE CATALOGUE

Decline of American Industry

[CONTINUED FROM PAGE 22]

the law to the status of an item of the burglar's kit and the bandit's equipment—thereby facilitating the activities of these latter gentry.

Starting as the pariah of the highway, the automobile has risen to the position of an honored accessory of everyday life, despite its deadliness.

The view that the automobile in itself is all right and that it is the job of the authorities to curb its misusers is fair and correct. But the acceptance by the authorities of this viewpoint was forced upon them by the popular will, inspired by intelligent and effective publicity and advertising propaganda, originating with automobile boards of trade and manufacturers' and dealers' associations.

THE attitude of the same authorities, that the pistol, itself, and not its misusers is to be condemned is the natural stand of a would-be effort-saving body of public officials and hysterical fanatics in private life, who would have handed the auto the same treatment if the aforesaid automobile associations had not forced them, through skilfully guided public opinion, to act otherwise.

Which hangs the entire blame for the obloquy which has overtaken the pistol right on to the pistol manufacturers and their publicity staffs. Instead of meeting the situation with a campaign of education, along the very lines that were utilized by the automobile associations, they have sat supinely and allowed their product to be traduced and discriminated against.

While the automobile trade has educated its customers to stand in line for high priced licenses, waste time in ineffective, so-called road tests, pay additional gasoline taxes, take out fire, theft and accident policies, the pistol manufacturers have done nothing either to educate their patrons in the methods of obtaining pistol carrying permits or by publicity and advertising campaigns shown the public the reasonableness of permitting the reputable citizen to place himself on a protective equality with the element to whom the Sullivan and other similar laws give undue advantage.

Instead they have relied upon the editors of the sporting goods trade and class publications to make any effort that was to be made, with a result that one of the largest of our American small arms manufacturers recently closed their plant for a period of months and foreign arms, which may be more secretly obtained by the criminal class are constantly being circulated in this country.

As a result of this policy of silence, the domestic demand for American small arms, undoubtedly the finest weapons ever produced in their line,

represents today but a fraction of what it should, to the detriment of the retailers, the manufacturers and the law abiding American public.

If I were a builder of pocket firearms I would utilize several kegs of printers' ink to impress the American public and its law makers with the fact that while an automobile can quite conveniently kill six persons at one time, the most effective pistol can only put one individual out of business at each shot and that anyone fit to navigate a motor car could be trusted with a pistol.

Roland F. Murphy

Formerly with the Boston Better Business Commission, has joined the headquarters staff of the National Better Business Bureau.

Power, Alexander & Jenkins Company

Detroit, will direct advertising for Lesia Brothers, same city, manufacturers of "1 in 5" carbon remover.

Dorrance, Sullivan & Company

New York, will direct advertising for The Bright Star Battery Company, Hoboken, N. J., manufacturers of radio and flashlight batteries and Bright Star flashlights.

R. A. Hummel

Formerly manager of the paint department of the Outdoor Advertising Agency of America, Inc., New York, has become associated with A. E. Fiegel of the same city, painted signs.

Louis W. Monroe

Has been appointed manager of the Boston office of Doremus & Company advertising agency.

The H. K. McCann Company

Announces the removal of its New York offices on October 10 to 285 Madison Avenue. The move involves both the uptown and downtown offices of this organization, which will now be consolidated.

Charles T. Stoll

Formerly of Stoll & Thayer, advertising artists, is now associated with Lenz & Janssen Company, photographic illustrators, New York City.

H. Charles Sieck

Los Angeles advertising agency, moved to the Walter P. Story Building, Sixth and Broadway, Sept. 1, 1925.

New York Business Publishers Association

Announces that its golf tournament which was to have been held on Sept. 22, has been indefinitely postponed because of the conflicting dates of other tournaments and conventions.

Philip Ritter Company, Inc.

Announce the removal of their offices to the Pennsylvania Building, 225 West Thirty-fourth Street, New York City.

Good Looks
MERCHANDISING
The Magazine of the Toiletries Trade

HERBERT R. MAYES, *Editor*
MISS RUTH LEIGH, *Associate Editor*
MRS. CHRISTINE FREDERICK, *Associate Editor*
GAYB LITTLE, *Managing Editor*

COVERS BY
Haskell Coffin

A monthly circulation of 35,000 copies, syndicated by influential jobbers, distributed to toilet goods buyers in every department store in the country, every drug store rated at $5,000 or more in every town of 4,000 or over, and to every beauty shop that sells toilet goods.

The editorial content of Good Looks Merchandising, though confined exclusively to the field of toilet goods, *marks a new era in trade paper publishing.*

Advertising rates and sample copies will be mailed on request.

MERCHANDISING MAGAZINES, INC.
243 West 39th Street
New York, N. Y.

Advertising
and Selling
FORTNIGHTLY
Markets, Merchandising & Media

MAY 2, 1925 15 CENTS A COPY

In this Issue

"Borrowed Photos" By Rudolph Eric Carlson, "Lose Deep in Literature" By Kenneth Goode, "Always Leave on Laughing" By Bob Hamilton Bowman, "What's Ahead in Industry" By Paul W. Parmelee

If you don't receive the Fortnightly regularly

Advertising and Selling Fortnightly
9 East 38th St., New York City

Please enter my subscription for one year (26 issues). Send me bill for $3.00 when first issue is mailed.

Name .....

Address .....

.....

Company .....

Position .....

Announcing The Revised KELLOGG CHAIN STORE LISTS

Complete—Authentic—Up-to-date

Nearly double the number of chains listed in the original Kellogg Lists are contained in the revised editions just published. All information given in these lists is authentic and up-to-the-minute.

Kellogg Lists Contain

—name of Parent Company, Number of Stores or Branches, Address of Buying Headquarters, Principal Lines of Merchandise carried and occasional items of special information as to policies. A set of these valuable lists will give you a complete picture of the Chain Store Movement which is gaining momentum throughout the country by leaps and bounds. In them you will find just the information you need for sales campaigns and other similar activities directed toward chain stores.

Used and Endorsed by

Sales and Advertising Departments, Advertising Agencies, Publishers' Research Departments, Commercial Research Bureaus, Trade Publications, Commercial Clubs and Trade Associations.

The prices of Kellogg Lists are unusually low despite the painstaking research required to compile them, the verifying and checking to make them accurate, the necessity of writing many thousands of letters, and the large investment of money required to publish them.

List No. 1
Chain Grocery and Tea Stores, Meat Markets, Bakeries and Restaurants. **Price $10**

List No. 2
Chains of Drug Stores, Candy Stores and Cigar Stores. **Price $5**

List No. 3
Chains of Dry Goods and Department Stores, Furniture and House Furnishings, Pianos and Musical Instruments, Men's and Women's Clothing, Women's Clothing and Ready-to-Wear, Millinery, Shoes, Shoe Repairing, Men's Clothing and Haberdashery, Men's Hats. **Price $12**

List No. 4
Chains of Five and Ten Cent Stores, Stationery, Books, Periodicals, etc., Office Equipment, Hardware and Sporting Goods, Jewelers and Opticians, Gift and Art Shops, Radio and Electrical Goods, Automobile Supplies, Gas and Electrical Appliances, Wall Paper, Florists and Seedsmen, Barber Shops, General and Company Stores. **Price $5**

YOU SAVE $2 By Ordering the Set of Four Lists for $30

Send Your Order NOW to

KELLOGG PUBLISHING CO.

25 Lyman Street Springfield, Mass.

KELLOGG CHAIN STORE LISTS

THE JEWELERS' CIRCULAR, New York, has for many years published more advertising than have seven other jewelry journals combined.

BUILDING AGE and The BUILDERS' JOURNAL

Subscribers have proven purchasing power of nearly two billion dollars yearly. Reaches contractors, builders, architects, etc., of known responsibility. Published monthly for 46 years. Member A. B. C. and A. B. P.

239 West 39th St., New York; First National Bank Building Chicago; 320 Market St., San Francisco.

The Only "Denne" in Canadian Advertising

Canada may be "just over the border," but when advertising there you need a Canadian Agency thoroughly conversant with local conditions. Let us tell you why.

A·J·DENNE & Company Ltd.
Reford Bldg. TORONTO.

BOOT AND SHOE RECORDER
BOSTON

"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 13,423 copies weekly. (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

Making Up Industrial Advertising Budgets

By William H. Hodge

THE five great fields of public utility service—electric, gas, electric railway, telephone and water supply—constitute the second largest industrial group in the country. Only agriculture exceeds them in invested capital. Part of the daily lives of the people and deeply influencing the industrial life of the nation, the utilities and their time, labor and money-saving work, are more popularly esteemed as time goes on. This public appreciation and good will increases each year, as the utilities better learn the uses of advertising and full, frank publicity of their affairs.

In 1923 the public utilities of the United States are estimated to have spent $20,000,000 for advertising; in 1924 $23,000,000, and the budget for 1925 is $25,000,000, as nearly as can be ascertained.

It is safe to say that advertising has shortened by one-half the time necessary to reach the present national status of utilities development, and has saved vastly more in wages *not* paid to house to house canvassers, than it has cost. Discard these values accruing to the public and you have left a third value of even greater significance, namely the services of advertising to enable the public and the utilities to understand each other and come to agreements permitting utility development. Through advertising progressive utilities found their voice and the people obtained a knowledge of their real purposes, policies and practices.

Customer Ownership has substantially reduced the cost of selling equity securities. Approximately it has cut this cost in two throughout the country—or from $8 a share to $4 a share, and in many cases, much less than the latter figure. No one will deny that the cost of raising capital has an important bearing on the price of utility service to the consumer. Neither will any one deny that advertising is a prime essential of customer ownership development. You simply cannot reach the people—meaning all self-supporting adults—in any other way that any company can afford to pay for.

Whether or not advertising of any kind may become a burden, rather than an economy, to the consumer seems to be one simply of *relative* cost. It is only through the making and study of annual advertising budgets that we can obtain information which will show whether expenditures are too much or too little, and on just what bases these expenditures rest and their relation to the business, the earnings and the consumer.

There is a widespread demand at present for information of this kind. As the head of the Public Utilities Advertising Association I have received inquiries revealing the effort being

made by utility organizations to determine how much should be spent in advertising of various descriptions, and to ascertain if there is any unanimity of rules and practices which may be regarded as standardized.

The first thing that one learns in making up a utilities advertising budget is that you cannot take a percentage of gross earnings and apply it as a measuring unit as among the five utility industries or even among the utility organizations of any single class of these industries. For example there is an entirely different set of considerations governing the advertising policy of an electric railway, compared with an electric light and power company; there are elements in a gas company's advertising that have no place in that of a telephone company, while the waterworks business is almost in a class by itself. Again, if we could establish a standard gross earnings percentage for the power companies, it would be all out of line with such a percentage for the tractions or the telephone organizations. The portion of advertising expenditures chargeable to operating expense is so small compared to the earnings that it cannot possibly be an expansive factor in the making of rates. Its effect on rates can be one way only towards holding them down and further reducing them by building up volume of business and earnings.

INSTITUTIONAL or good will advertising is now receiving much attention. By this is meant advertising which informs the public regarding the structure, achievements, plans, policies and character of an organization or an industry. Progressive utilities have done a considerable amount of this kind of advertising for years. It is apparent that we shall see a great deal more of it in the immediate future. For any industry to tell its story in an adequate manner it is necessary to employ advertising because much of this information is not news, nor is it of sufficient, timely interest to warrant extended publication as part of the reading or editorial contents of general publications. We must do the job ourselves in our own way in advertising space bought and paid for at the usual rates.

There is no more possibility of making a success out of the utility business in this age minus expert advertising than there is in trying to get along without good engineers, capable accountants and auditors, salesmen and trained workers. When the same grade of advertising ability is employed as in the other activities of the business, waste is cut down sharply, efficiency is advanced and a wholesome effect is apparent in business, earnings and public good will. Any operative executive who has placed advertising on the proper plane in his organization will corroborate these statements. The waste in expertly conducted utilities advertising nowadays is negligible.

Inviting and Appealing Photography that does full justice to the advertiser's product

FREDERICK BRADLEY :: *Photography for Advertisers*
435 FIFTH AVENUE, NEW YORK TELEPHONE CALEDONIA 5645

Your Story in PICTURE *leaves* NOTHING UNTOLD

DOWN in Yucatan stand elaborate records of one of the world's most ancient and most cultured civilizations — undecipherable. Far cruder races left their histories in picture — and are better known today than that truly cultured race.

The story in picture was, and is, the most easily understood record man can make. Modern photo-engraving can make *your* story as vivid as an actual living demonstration. If you are not utilizing its fullest powers we can help you.

GATCHEL & MANNING, INC.
C. A. STINSON, *Pres.* *Photo-Engravers*
W. Washington Sq. 230 South 7th St.
PHILADELPHIA

Gatchel & Manning Incorporated Photo Engravers

To National Advertisers:

We are now accepting orders for back covers in COLUMBIA during 1926 at our recently announced reduced rate.

While the majority of our 1926 back covers have already been contracted for by national advertisers, a few are still available and will be allotted promptly on receipt of non-cancellable order.

At our new rate which goes into effect with the January, 1926, issue, back cover position in COLUMBIA represents an outstanding value for the national advertiser.

We urge prompt action on the part of advertisers desiring to take advantage of this opportunity to obtain COLUMBIA back covers during 1926.

COLUMBIA

The Largest Catholic Magazine in the World

A National Monthly Published, Printed and Circulated by the Knights of Columbus

Net Paid Circulation 757,540 Member of A. B. C.

D. J. GILLESPIE, Adv. Director
25 West 43rd Street
New York City

J. F. JENKINS, Western Manager
134 South La Salle Street
Chicago, Ill.

If it "puts it over" with the dealer— it's an

EINSON-FREEMAN WINDOW DISPLAY

Specializing in window and store display advertising

[327 E. 29th St.
Lexington 5780
New York City]

Get Our Samples Before Ordering

Letterheads

"Lithographed to produce better results for your letters—at prices of good printing."

HIGGINS & GOLLMAR, Inc.

Manufacturing Lithographers

30 Ferry Street - New York, N. Y.

ALL BUSINESS STATIONERY FORMS
LABELS
ADVERTISING DISPLAYS

Loose Talk Hurts Advertising

[CONTINUED FROM PAGE 38]

how much of that seven thousand, and of a hundred other seven thousands, each of them pays! What does it matter that a capable agency man or competent publishers' representative succeeds fully in convincing Bigburg's leading manufacturer that the apparent high cost of advertising is justified by the results? Is the situation helped by the fact that complete demonstrations of the economies effected by advertising are repeatedly made before the seventeen members of the Bigburg Advertising Club? Wherein lies any hope for a better popular understanding of the matter because a convention of advertising men meets in Bigburg and discusses at length the fundamentals of efficient sales methods, bringing out that the public is faithfully and economically served by good advertising? The real facts won't get across to the people so long as the newspaper stories distort or ignore them.

BY no means is it my purpose to intimate that there is any intentional effort on the part of newspapers to over-emphasize the price of magazine space or other advertising costs. The trouble is abysmal ignorance of advertising on the part of reporters and editors, and neglect of publishers, business managers and advertising managers to attempt the education of the former—plus the old, old jealousy between counting rooms and editorial offices. In so far as there is animus in the matter, on the part of editors or reporters, generally it is as much directed toward the business end of the newspapers as against the magazines. Perhaps in somewhat less aggravated degree than is characteristic of newspapers, the popular periodicals fall into the unfavorable treatment of advertising in most of the fiction referring to it that they print. The difficulties in the way of correcting the conditions outlined I fully appreciate and in my judgment it will require years of concerted effort to overcome their ill effects.

Further, I am convinced that before they can hope to win any case at the bar of public opinion for the justification of advertising costs, advertising men must come into this high court with clean hands. In the first place, I feel that they must relieve themselves of disposition to talk the costs of advertising instead of the results—some of us may have the habit of using that seven thousand dollar figure too freely in attempts to influence clients. Secondly, I am quite sure, advertising men will be required to prove that units of space for which large sums of money must be paid, really are necessary for the great mass of advertisers. Unless there is full and complete justification for the use of large space, ac-

cording to present customs, that can be interpreted to average men and women in facts and figures they understand, the advertising world may safely anticipate serious consequences from the growing popularity of criticism directed towards "the high cost of advertising." If such indisputable evidence in defense of the practice of using large and expensive space is available, the sooner it is reduced to words of one syllable and put into circulation by methods that can be depended upon as effective, the sooner we may hope for the elimination or lessening of the greatest existing menace to advertising—popular distrust of it as carrying a cost oppressive to the public.

National Better Business Bureau

Of the Associated Advertising Clubs of the World announces that the Truth-in-Advertising movement in the United States and the British Isles has elicited inquiries from representative business men in Holland and Australia, with a view to forming National Better Business Bureaus there.

Direct Mail Advertising Association

Announces that the general speakers program has been completed for the association's eighth annual convention which will be held in Boston, October 28-30, inclusive. The speakers include the following: G. Lynn Sumner, president, Association of National Advertisers; Alvin C. Dodd, manager, Domestic Distribution Department, United States Chamber of Commerce; R. W. Ashcroft, F. E. Partridge Rubber Company; Arthur Brisbane, The Hearst Publications; Ray N. Fellows, advertising manager, The Addressograph Company; George C. Hubbs, sales manager, Ajax Motor Company; John C. Redington, president, Duplex Envelope Corporation; Richard H. Lee, counsel and manager, National Council of Business Mail Users; Edward T. Hall, vice-president, Ralston Purena Company; Glenn Muffly, Commercial Research Laboratory, Chicago; Jerome P. Fleishman, The Jerome P. Fleishman Personalized Advertising Service; Robert L. Blanchard, vice-president, Van Kannel Revolving Door Company; Marco Morrow, The Capper Publications.

Charles C. Green Advertising Agency, Inc.

Philadelphia office, will direct advertising for H. Kellogg & Sons for Hartley's English Marmalade and Lyle's Syrup, both manufactured in England.

O. S. Tyson & Company, Inc.

New York, will direct advertising for The Gordon-Davis Engineering Company, Inc., same city, manufacturers of the new Gordon Dryer.

Gilbert H. Durston

Formerly advertising manager of The Elgin A. Simonds Company, Syracuse, N. Y., has been appointed advertising manager of The Mohawk Mills, Inc., Amsterdam, N. Y.

NO—we are not an advertising agency

We are not selling advertising space, advertising plans, advertising designs, nor advertising copy.

Nor are we "merchandising experts," though we have been studying markets and marketing in practically every field for some fifteen years.

All we have to sell to advertisers is a little plain common sense. It may be summed up so:

Find out from those who buy, and sell, and use your product what you ought to advertise, and how.

Get from them *their* reasons why they buy your merchandise, as against *your* reasons why they ought to.

And find out, too, while you are at it, what you have already bought with the advertising money you have spent—in knowledge of your product and in good will.

Oh yes, you *can* find out—don't let anyone tell you that you can't.

But it takes our kind of organization, experienced and unbiased, to get *facts that are facts.*

Your advertising agency will appreciate your giving them proven facts, instead of opinions or traditions. With them, they can make your advertising doubly productive.

They have as much right, you know, to expect you to know the facts about your business, as you have to expect them to know their business.

Remember that more money is wasted in advertising through lack of information, or misinformation, than through lack of ability or genius on the part of the people who do the job.

We would like to see a small part of that waste used to prevent it.

It will probably cost you less than you expect to get the information that you need.

Eastman Service embraces:

1. Situation Study and Report. An organized review of the client's sales organization, selling costs, sales and advertising policies, management, plans, methods and problems.

Such a study may be made independently, or as a preliminary to a market survey—it is a necessary preliminary if recommendations are required.

2. Market Survey. An Eastman Report on your market is as complete and authentic as the audit of a certified public accountant on your books. It substitutes facts for guesswork as the basis for your sales and advertising plans.

The size of the job, and consequent cost, vary with the requirements.

3. Sales Service. On occasion, we take over the entire responsibility—or serve as an auxiliary to the sales department—in carrying out the selling plans developed from the survey.

This service is rendered on a monthly fee, plus costs.

Consultation at our offices without charge. At clients' or prospective clients' offices, where travel is involved, there is a moderate charge for time and expense.

R. O. EASTMAN, *Incorporated*

Cleveland ***New York***

Comparisons

VERY, very frequently comparisons are odious. Especially are they so to those at whose expense they are made.

Yet, comparisons are necessary. They are the only means by which we may determine upon quantities and values. If we wish to measure a piece of land we compare it with a standard—a square foot, an acre, a square mile.

Recently, I had a most interesting chat with my friend, Mr. Williams, of Kalamazoo. He mentioned the fact that a client of his had been brought to task for making a positive claim in its advertising for one of its products. Objection was made that comparisons should be avoided.

In our conversation, Mr. Williams brought out the thought that comparisons are unavoidable. That purchasing itself depends upon comparisons.

This garment at a certain price must be compared with other garments at the same or various prices before an intelligent selection can be made. The comparison must embrace consideration of material, design, workmanship, suitability, etc.

One magazine must be compared with other magazines for suitability, reader-interest, responsiveness, rate per page-per-thousand, etc.

The buyer must make the comparisons. The seller must help him. The honest seller helps him to select that which is best for his needs.

The honest seller is the shrewd seller. The dishonest seller foists. Eventually he licks himself.

The capable buyer can make his own comparisons. But heaven help the incapable one, in this day and age of dexterous selling.

A. R. Mayer.

for
INDUSTRIAL POWER
440 So. Dearborn St.
Chicago, Ill.

INDUSTRIAL POWER can stand and does welcome comparison.

Edinburgh

"This Fellow Is an American"

Though I am of Scotch (and Holland) descent, I have a great admiration for the English—or rather for certain English characteristics. Their patience, their honesty, their good-nature, their willingness to give and take—these are qualities for which the English are second to no other race.

The Scotch, on the other hand, give one the impression of being a much harder people than the English. They have more granite in their souls. Yet it is a fact that at every hotel and "board-residence" in Scotland which I have honored with my presence during the last six weeks, I have, within twelve hours of my arrival, found myself on a friendly basis with my fellow-guests.

The Scotch attitude seems to be: "This fellow is an American. Let's be civil to him." The English attitude seems to be: "This fellow is an American. Let us pay no attention to him."

Salesmanship!

"A suit of pajamas, please. Cotton. Size 40," said I to a salesman in an Edinburgh haberdashery yesterday.

"Yes, sir! Yes, sir!"

He took the covers off half a dozen boxes, untied as many paper parcels and at last placed before me a suit of flannelette pajamas, size 36.

"These are not what I asked for," I said.

"No?"

More unpacking, more untying. Finally, "They're very good value, sir. Only twelve shillings!"

"Haven't you any cotton pajamas?" I asked.

"Oh, no, sir! Cotton pajamas aren't worn in Edinburgh."

I went to another store — a very large store—one of the largest stores in Edinburgh.

"A suit of pajamas, please. Cotton. Size 40."

The salesman looked me over. "American," he said to himself. "Easy mark!"

In due time he produced a suit of flannelette pajamas.

"No," said I, firmly. "I want cotton."

"These are cotton."

"They are not," I answered. "They're flannelette."

Another search. A suit of silk pajamas, size 44, are produced.

"Here you are, sir!"

"But these are silk," I said. "I don't want silk. Have you no cotton?"

"Beg pardon, sir. These are cotton. They look like silk. They are called silk. Really, sir, they are 80 per cent cotton. Only sixteen shillings. Very cheap at the price. Yes, sir."

At a third store, I got what I asked for—but only after an argument. The salesman insisted that size 40 was too small for me—"you should wear a 44, sir."

A Scotsman's Golfing Paradise

Lossiemouth, a tiny fishing village overlooking the Moray Firth in the north of Scotland has become quite a famous holiday resort in recent years. It has what they call, over here, a "bracing climate." It also has a superb golf course—one of the finest in the British Isles.

I shall never forget my sensation the first time I played over the Lossiemouth course. At 10.30 p. m.—think of it!—it was light enough to play golf. That, I am inclined to believe, is one reason why Lossiemouth is so popular with the Scots. They can get in a game between breakfast and luncheon; another between tea and dinner; a third, after dinner—all for five shillings a day; or half that, if they have a monthly ticket.

Edinburgh!

Scotsmen, when they try to describe Edinburgh, lose the power of speech. All they can do is wave their hands, grunt and shake their heads. The city, really, is exceptionally beautiful—clean, well-planned, with a wealth of historic interest. For here lived, at one time or another, a very considerable proportion of the men whose names are known to those of us who are of English or Scotch descent.

Five blocks from where this is written is the house in which Scott wrote the Waverly novels. Five blocks in another direction is the house in which "Robert Louis" was born. Byron romped, as a boy, in St. Andrews Square, a quarter of a mile away. Thomas De Quincey lived and died in Edinburgh. So did Hume, the historian, Dr. Johnston, Boswell, Darwin, Burns, John Knox, Smollett, Adam Smith, Oliver Cromwell—they all, at one time or another, were of Edinburgh.

JAMOC.

If Every Agency Man knew what every hardware man knows, Hardware Age would be on every hardware list.

The Human Side *of a* Great Business Publication

Back of every great enterprise is a human element contributed by those men whose experiences and personalities are reflected in that enterprise.

This is the element that molds opinion, creates good will and makes or mars its success.

Charles J. Heale, Market Editor

MEET Charles J. Heale, the able Market Editor of HARDWARE AGE. Mr. Heale has been with HARDWARE AGE since 1916. During the greater part of that time he has specialized on market prices and market conditions.

In conjunction with his market work, he has made a careful study of hardware merchandising, and is known as an expert news reporter and an authoritative writer on retail sales and display methods. This phase of his activities led him into hundreds of retail stores, and made him a welcome guest at numerous hardware conventions. It also gave him a personal acquaintanceship with thousands of hardware merchants in all parts of the country.

During 1923 and 1924 he served as Resident Editor in Cleveland, Ohio, where his outstanding ability resulted in promotion to his present position in the home office.

It is as Market Editor, however, that Mr. Heale is rendering his greatest service to those who buy and sell hardware. His keen insight into market conditions, his reputation for accuracy, and his pleasing personality have opened to him all the varied sources of hardware market information.

Each week he personally obtains the New York market report. This, with the market information sent in by the resident editors in the principal market centers, forms a reliable, recognized buying guide for the retail hardware trade.

To Mr. Heale belongs much of the credit for the intensely practical market and merchandising information, which marks HARDWARE AGE as the ESSENTIAL business publication of the hardware field.

"The Most Influential Hardware Paper"

Hardware Age

A.B.C. A.B.P.

239 West 39th Street New York City

bring a friend along

1-2-3

days of snappy schooling in
"Breaking into the dealer's window"

Extracts from experience on distribution and installation of sales displays

Novel ideas and modern methods for wooing and winning the dealer's cooperation

100 exhibits of masterpiece material

The results of retailers—the progress of producers

All organized, summarized, for YOU

Speakers of national note. Entertainment of exceptional excellence

Of course you're coming

And BRING ALONG A FRIEND!

WINDOW DISPLAY
Advertising Association

Edgewater Beach Hotel, Chicago
October 6, 7, 8

Wire your reservation now to C. E. Johnson, 1119 W. Jackson Blvd., Chicago

Advertising and Selling Fortnightly
9 East 38th St.
New York, N. Y.

Please send me the following bound volumes at $5.00 each:

☐ Volume I, May 9, 1923, to Oct. 24, 1923.
☐ Volume II, Nov. 7, 1923, to Apr. 23, 1924.
☐ Volume III, May 7, 1924, to Oct. 22, 1924.
☐ Volume IV, Nov. 5, 1924, to Apr. 22, 1925.

I enclose check to cover.

Name .....

Address .....

City .....

Bound copies of Volume IV are now ready. The volume is cross-filed under title of article and name of author, making it valuable for reference purposes. Price $5.00 each, including postage.

A few copies of I, II and III available at the same price.

Pricing and Mark-Ups

[CONTINUED FROM PAGE 36]

therefore, greatly affected by the strength and power of your selling appeal. The price appeal, of course, always brings quicker results, but not always the proper amount of profit.

I could cite a number of instances where a highly advertised article was catalogued alongside an unknown brand, and the unknown brand far outsold the nationally advertised item, even though it carried a higher price.

If you are a manufacturer of men's clothing and know that you have to secure a certain average of gross profit, it would seem comparatively simple to take your costs and add the necessary per cent. You would not continue this practice long, however, because your sales would drop and you would soon be out of business.

Competition is keenest in your best selling items. For that reason you may often find it necessary to figure them at less than your average mark-up. On other articles you may be able to figure 10 per cent more, and thus help to maintain the average for the department.

IN settling the prices for his goods a buyer sometimes makes the mistake of watching his costs too closely. The head of a large Massachusetts firm at one time found that the buyer of his dress department never seemed able to make much profit. One day in watching him closely the president noticed the buyer studying costs rather carefully in setting the price; so he decided to teach him a lesson.

That week the various manufacturers sent in their new samples for inspection. The president of the company told the buyer not to do anything until he (the president) saw the line first. Stepping up to each garment, he removed the cost tags and substituted blanks. Then he called in the buyer and told him to set the prices. Plainly, he was puzzled, but he knew his trade and so he started marking each garment what he thought it would bring.

Two or three other buyers of closely allied lines in his firm were then called in and asked to do the same thing. Then they compared notes. The result was illuminating. Some dresses costing $25 were priced at $28 and others $15 were marked at $25.

The lesson was not lost. That season the buyer showed a good net profit and practically saved his job.

This matter of watching your gross profit and the prices you should charge has many useful applications, not only for the mail order house but for every merchant or manufacturer as well. There are, of course, many angles to the problem of wholesale mail order selling, but certainly this one of pricing and gross profit requires the closest attention, and probably no buyer or manufacturer would claim that he is applying it 100 per cent.

By The Farm Journal, Philadelphia, Pa.—"Farm Autos and Accessories." Contains extensive data on the farm market for automobiles, tools and automobile devices. Charts, graphs and maps show value, distribution, etc., of farm owned cars throughout the country. In addition to the quantity of purchases, the types, makes, seasons, market opportunities and similar merchandising information, this report analyzes buying motives, principal business uses and other angles of special interest to advertisers.

By Rose & Spanjer, Inc., Newark, N. J.—"Dictionary of Printed Ideas," by C. D. Maddy and Ralph M. Caplan. A survey of the field of printed ideas as it exists today, from the standpoint of the advertising man, the manufacturer, the retailer and the general public. All the various phases are defined, briefly explained and arranged alphabetically arranged in lexicon form. Price $1.

By Association of Newspaper Advertising Executives—"Digest of Convention Proceedings." Carefully edited version of verbatim stenographic report of sessions of the A. N. A. E. Convention at Houston, Tex., in May. Divided into six sections, namely: opening business session, classified advertising, local display advertising, national advertising, general problems of advertising management, and closing business matters.

By the Milwaukee Journal, Milwaukee, Wis.—"Consumer Analysis of the Greater Milwaukee Market." A comprehensive tabulation of the consumption of various commodities in the Milwaukee market for the past year, compiled from replies received from questionnaires sent out at random to approximately 3 per cent of the representative population of the city. Published in four volumes.

By Prentice-Hall, Inc.—"Advertising Procedure," by Otto Kleppner. Approaches advertising from the angle of actual procedure in a style that is specific and to the point. Mr. Kleppner develops the theory that the beginning of every advertisement was an idea. Made clearer by several useful and condensed charts. 539 pages; gold stamped binding. Price, $5.

By "The Indianapolis News," Indianapolis, Ind.—"Confidential Market Survey." A compilation of tables showing the sale of cigars in the Indianapolis market during the past year in comparison with the similar table for previous years. Lists percentages of distribution, best sellers, and volume of sale of each brand, together with the lineage of advertising each used in the *Indianapolis News*. Divided into two groups: those selling for ten cents or more, and those selling for less than ten cents.

APPLIANCES purchased through gas companies have a total value of approximately $45,000,000. This indicates the tremendous influence of the gas company in the merchandising of gas appliances. The important men in every gas company read Gas Age-Record. It covers the industry 99.47%. Perhaps your product can be adapted to this rapidly growing field. Why not write us?

Gas Age-Record
9 East 38th Street,
New York
A. B. C. A. B. P.

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

Gas Age-Record
"The Spokesman of the Gas Industry"

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Advertising Calendar

SEPTEMBER 21-24—Advertising Specialty Association, Chicago, Ill.

SEPTEMBER 22-25—National Better Business Commission, Indianapolis, Ind.

SEPTEMBER, 28-30 — Directory and Reference Media Department, New York City.

SEPTEMBER, 29-30 — Sixth annual meeting of the National Publishers Association, Shawnee-on-Deleware, Pa.

OCTOBER 1 - 4 — International Congress of the Business Press, Paris, France.

OCTOBER 2-3—Conference of Advertising Club Executives, Indianapolis, Ind.

OCTOBER 5-6—National Advertising Commission, St. Louis, Mo.

OCTOBER 6-8—Convention of Window Display Advertising Association, Chicago.

OCTOBER 7-8 — American Association of Advertising Agencies, New York City.

OCTOBER 12-13—First District Convention of Associated Advertising Clubs, Springfield, Mass.

OCTOBER 13-15 — Associated Business Papers, Inc., Chicago, Ill.

OCTOBER 14-16 — Financial Advertisers' Association, Columbus, Ohio.

OCTOBER 15-16—Audit Bureau of Circulations, Chicago, Ill.

OCTOBER 19-21—Industrial Advertisers Association Convention, Atlantic City, N. J.

OCTOBER 26-27—Convention of Mail Advertising Service Association International, Boston, Mass.

OCTOBER 26-28 (tentative)—Insurance Advertising Conference, Boston, Mass.

OCTOBER 26-30 — Poster Advertising Association, Kansas City, Mo.

OCTOBER 28-30—Convention of the Direct Mail Advertising Association, Boston, Mass.

NOVEMBER 16-18—Annual Meeting, Association of National Advertisers, Inc., Washington, D. C.

NOVEMBER 22-24—Seventh District Convention, Associated Advertising Clubs of the World, Oklahoma City, Okla.

APRIL 12-14, 1926—Fourth District Convention, Associated Advertising Clubs of the World, Orlando, Fla.

JUNE 19-24, 1926—Twenty-second Annual Convention, Associated Advertising Clubs of the World, Philadelphia, Pa.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.

The Boston Export Round Table

Announces the election of the following officers for the year 1925-1926: Honorary chairman, Walter F. Wyman, The Carter's Ink Company, Boston, Mass.; chairman, Henry H. Morse, Florence Stove Company, Boston, Mass.; secretary, Harvey A. Sweetser, Boston, Mass.

R. C. Scrymiger

Has been elected a director of Critchfield & Company, Chicago advertising agency. He will be in charge of service at their Detroit offices.

Cecil, Barreto & Cecil, Inc.

New York office, will direct advertising for The Colonial Radio Corporation, Long Island City, N. Y.

Business Opportunities

An unusual mail order opportunity reaching 40,000 of the best consumer buyers in the United States. The entire cost is only 1c. a name including postage direct to the consumer. John H. Smith Publishing Corporation, 154 Nassau St., New York City.

More than 100,000,000 pounds, $25,000,000 worth of Babbitt Metals consumed annually in U. S. Patents recently secured embrace formula and process that will reduce cost to consumers 30 per cent. Owner of Patents has been successfully making and marketing Babbitt metals 25 years, would give up a $10,000 job to promote a $300,000 organization for handling a Million Dollar annual business with 100 per cent profit to stockholders. Address inquiries to Box 308, Adv. and Selling Fort., 9 East 38th St., New York City.

WANTED—ADVERTISING MANAGER AND PARTNER

Two owners of established, well financed agricultural monthly in country's best selling territory need advertising manager, and will sell third interest with $1,500 to $2,000 down payment and liberal terms to party who can qualify. Besides obvious qualifications in salesmanship, executive and managerial ability is desirable as future opportunities include possibility of managing entire business. Illness of one owner makes quick action necessary. Replies should give character and business references, experience and training, age, family, present earning capacity. Correspondence mutually confidential. Address Box No. 299 Adv. and Selling Fort., 9 East 38th St., New York City.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.
14 West 40th St., New York City.
Telephone Penn. 3566.

MULTIGRAPHING—$2.50 per thousand, any size. Why pay more? Addressing, filling in, and mailing.
FEDERAL LETTER COMPANY
70 5th Ave. Phone WATkins 4263

Service

DISTINCTIVE COPY SERVICE

Complete campaigns—features—readers verse— house organs published—advertisers anywhere write—Forrest W. Tebbetts, 623 Knickerbocker Bldg., New York City.

YOU KNOW YOUR BUSINESS BEST!

But send along that last Sales Letter for re-construction. Let me inject a "Sales Stimulating" Urge that will make "them"—Buy—Now! Fee $3.00.
S. EMPSON ALCOCK
129 Times Plaza, Brooklyn, N. Y.

Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Position Wanted

ARTIST—Woman, Serious, Earnest, Creative— not headstrong! Decorative nudes, draped figures, design, lettering for flat and embossed printing. $55. Vandeveer Post Office, Box 7, Brooklyn, New York.

ADVERTISING MAN! RESULTS

wants part-time connection; former head women's apparel chain advertising; successful record with retailers manufacturers, mail order firms; salary reasonable. Finkel, Concourse Building, Jersey City, N. J.

Visualizer—one who specializes in layouts, let-tering and decoration—desires connection with good advertising agency. Box No. 305, Advertising and Selling Fortnightly, 9 East 38th St., New York City.

ADVERTISING MAN with a long successful record desires a permanent connection with a growing agency or an advertising department as a copywriter or production man; thorough, practical advertising experience, publication and direct mail, ideas, copy, layout, typography and printing. Box No. 312, Adv. and Selling Fort., 9 East 38th St., New York City.

PRACTICAL ALL ROUND MAN FOR SMALL AGENCY

Now employed Assistant to Advertising Manager out of town. Wish to relocate in New York. Desire position with opportunity for training in Agency practice. Have complete knowledge space buying, media, layout and general advertising. Copy writing experience especially transportation and resorts. Box 297, Adv. and Selling Fort., 9 East 38th St., New York City.

SALES PROMOTION DIRECT MAIL

Young man experienced planning, laying out and writing effective sales letters, folders, booklets, dealer helps, etc. College graduate. Capable organizing and building up department or assist in established department. Prove worth on reasonable starting salary. Address—Advertiser, 109 Hampton St., Cranford, N. J.

GENERAL MANAGER

I have a successful record covering seven years organizing, managing and promoting sales, advertising and general business development. This experience has been founded on eight years of accounting, auditing, finance and systematizing. I am 32, married, tactful, ambitious and possess a pleasing personality and appearance. I am not satisfied with my present connection on account of its limitations, and am in search of a position where hard work and results will be rewarded. I can negotiate immediately. Box No. 301, Adv. and Selling Fort., 9 East 38th St., New York City.

Help Wanted

WANTED: Advertising representative on Pacific Coast for the Packing House News, the only Fruit and Vegetable Packing House and Scientific Marketing Journal in the world. Satisfactory terms to right man. State experience and references. Address: Peninsular Publishing Company, 52 Vanderbilt Avenue, New York, N. Y.

Wanted: Advertising representative for a hard-ware trade journal, strictly commission basis, to represent us in St. Louis territory and also a man for the Chicago territory or would consider a man to cover both territories. Box 310, Adv. and Selling Fort., 9 East 38th St., New York City.

Do You Live In
Chicago, Boston, Cincinnati or Pittsburgh?

If you are calling on Advertising Agencies, Publishers, Manufacturers, Sales and Advertising Managers, you can earn considerable extra money if you will ask them for their order for us. For full details write, telling something about yourself. Address Box 306, Adv. and Selling Fort., 9 East 38th St., New York City.

ADVERTISING SALESMAN with good local trade connections, a hustler, to handle as a side line an advertising product suitable for all classes of retail, wholesale and manufacturing trade. Commission. Box 307, Adv. and Selling Fort., 9 East 38th St., New York City.

ADVERTISEMENT WRITER by Agency, must be experienced in writing diversified copy and familiar with layouts; give full particulars. Box No. 311, Adv. and Selling Fort., 9 East 38th St., New York City.

Branch Office Service

NEW YORK MAIL ADDRESS $2.00 MONTHLY

Other services $3.00 up. Office services. Tele-phone messages taken $5.00. Write for circular. Room 501, 32 Union Square, Telephone Stuyvesant 8300.

Miscellaneous

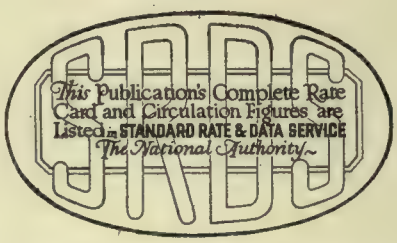
AGENTS' names neatly typewritten from our one day old inquiry letters. Price right.
K. WORLD
166 W. Washington, Chicago

BOUND VOLUMES

A bound volume of Advertising and Selling Fortnightly makes a handsome and valuable addition to your library. They are bound in black cloth and die-stamped in gold lettering. Each volume is complete with index, cross-filed under title of article and name of author making it valuable for reference purposes. The cost (which includes postage) is $5.00 per volume. Send your check to Adv. and Selling Fort., 9 East 38th St., New York City.

"Within the past few days, I have completed quite a job—requiring almost constant use of STANDARD RATE AND DATA SERVICE. After doing this, I cannot help but write you a few lines to express my appreciation of your Service.

D. J. Crimmins, Contract Manager,
Harry C. Michaels Company,
An Advertising Agency
New York City.



PUBLISHERS—This electro will be furnished to you free of charge. Use the symbol in your advertisments, direct-by-mail matter, letterheads, etc. It's a business-producing tie-up—links your promotional efforts with your listing in STANDARD RATE & DATA SERVICE.

STANDARD RATE & DATA SERVICE

536 LAKE SHORE DRIVE
CHICAGO

New York *San Francisco* *London*

An Announcement

ALLEN C. RANKIN

Allen C. Rankin, for five years in charge of national automotive advertising for the Chicago Evening American, now represents the following newspapers in the national automotive field:

BOSTON AMERICAN
WISCONSIN NEWS
CHICAGO AMERICAN
DETROIT TIMES
ROCHESTER JOURNAL
SYRACUSE TELEGRAM

Mr. Rankin brings to his new duties long association with the industry, wide acquaintance and a particular genius for rendering helpful service.

All matters pertaining to national automotive advertising in these six newspapers should be addressed to:

ALLEN C. RANKIN

1032 Hearst Building :: :: Chicago

Public Library,
Kansas City, Mo

Country-wide prosperity mounts to new levels

with the highest peak in The Chicago Territory

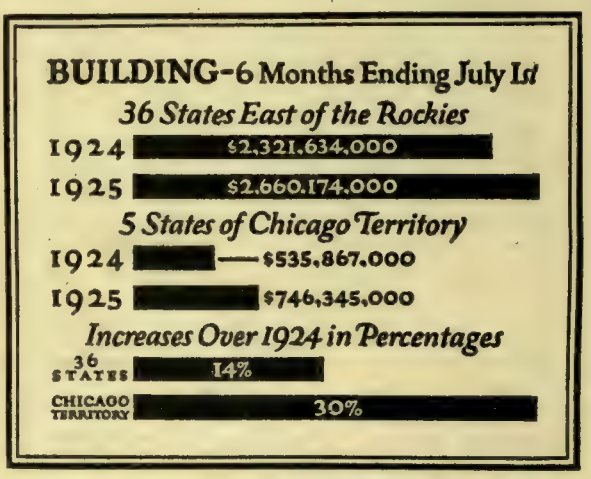
"IT is safe to say," declares The National City Bank of New York, in their August bulletin on business conditions, "that the country has not had so good a basis for sound and general prosperity heretofore since the war."

Facts, definite and irrefutable, back this opinion, leaving not a whisper to challenge it even from the most lugubrious blue or the most radical red.

Measure the future by whatever business barometer you will, the forecast remains equally bright.

Consider car loadings, the truest indication of commodities shipped: On August 8th, continuing on the upgrade, they reached 30,280,136 cars for the year; 1,781,946 over the same period in 1924 and above both 1923 and 1922. The week ending August 15th broke all records for the year and set a new high point over every previous year.

Study building activity: For the first six months of the year Dodge Corporation reports that contracts let total $2,660,174,000 in the 36 states east of the Rockies, an increase of more than $300,000,000 over the corresponding months last year and $600,000,000 over 1923.



Look at the business most highly responsive to the prosperity and optimism of the public—mail order selling: The sales total for the leading mail order house on July 1st was 14% greater than during the first six months in 1924. The month of July showed a 27% gain.

Or automobiles: A new high point has been scaled by the automotive industry. During the first half of the year sales were 5.8% over 1924. But this is even more significant: 1924 started with 324,546 motor vehicles sold in January, rose slightly higher, then dropped to 254,075 for June. Sales in January, 1925, started at 241,068 for the month, rose to a new high level in March, still higher in April, and maintained the level at 402,696 cars in June.

On the farms, what there? There isn't a single menacing cloud on the agricultural sun. Moreover, farmers last year largely liquidated their debts. This year they will have a reserve to spend.

Thumb the books of our financial institutions: Bank debits, the total payments by check, for the United States are 15.9% over last year for the six weeks ending August 5th.

This is prosperity, a prosperity not fostered by war needs, calamity or a buying orgy; but created by a sound, substantial, healthy condition throughout the entire nation.

This is prosperity on which merchandising men may well look covetously. And, as they analyze the United States looking for the strategic zones upon which to center their selling and advertising activity, they will not have to look long to find the most prosperous market of them all.

Fortune has smiled most bountifully on The Chicago Territory—that rich area concentrated in Illinois, Indiana, Iowa, Wisconsin and Michigan.

When you think of the car loading records, remember Chicago is the railroad center of the country.

While the 36 states reporting gained 14% in building, the increase in these five states was 30%.

Here 21% of the nation's motor vehicles are owned.

Here is the corn belt, and corn is the most promising of all the grains and cereals this year. Here the percentage of increase in bank debits shows a substantial lead over the high national average.

How other manufacturers and selling organizations are cashing in on The Chicago Territory prosperity forms a story of value to any executive before he formulates his next selling campaign.

It is a story of an intensive, economical method of selling without a parallel, in our knowledge, for producing results.

Will you hear it. Ask a Chicago Tribune man to call.

The Chicago Tribune

The World's Greatest Newspaper

Circulation Over 600,000 on Week Days and Over 1,000,000 on Sundays

Advertising & Selling

FORTNIGHTLY

Public Library,
Kansas City

Courtesy Fisher Body Corporation

OCTOBER 7, 1925 15 CENTS A COPY

In this issue:

Public Library,

"Do You Really Need More Money in Your Business?" By William R. Basset; "A Club Which Grew Out of a Cook Book" By Stuart Peabody; "How Rural Dealers Are Keeping Farm Trade at Home" By DeLeslie Jones; "Taking Temptation Out of the 'Swindle Sheet'" By V. V. Lawless

The Key to the Chicago Market—is The Chicago Daily News

METROPOLITAN Chicago comprises almost 50% of the total population of Illinois—and an even greater proportion of its personal wealth and buying power.

Chicago is the richest, most compact and most economically served market in the Middle West.

Its most profitable buying power, as advertisers have proved by long and successful experience, is substantially and effectively covered by a single medium—The Chicago Daily News, which carries a greater volume of display advertising than any other Chicago daily newspaper.*

You can sell very nearly all of financially competent Chicago by using The Chicago Daily News alone. An advertising campaign in Chicago that omitted The Daily News would be Hamlet played without Hamlet.

Advertisers who wish to succeed in this greatest and most compact market in the world, should profit by experience and print their sales messages where they will be most effective; in the "medium of proved returns"—

THE CHICAGO DAILY NEWS

First in Chicago

**Because it paid them,* advertisers bought in the first 8 months of 1925 9,890,113 agate lines of display advertising in The Chicago Daily News. The next highest record for the same period was 8,011,741 lines.

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume 5. No. 12. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.

When coordinating advertising with sales becomes a normal part of your day's work

THERE are some agencies whose discussions with their clients deal with sales as often as they do with advertising. Being accepted as part of the advertiser's sales department, they receive current manufacturing schedules and sales sheets from their clients. Then they analyze these statements as if the product and its problems were their own.

These agencies expect to be and are drawn into all policy matters, such as jobber and distributor relationships, shifts in the sales organization, sales quotas, sales territories, sales contests, compensation for salesmen and a host of other matters.

Such agencies take an active part in the education of jobbers, distributors and retailers. They deal not alone with the advertising which is, after such cooperation, truly a force for sales back of the product, but with the soundest methods of marketing the product through the human sales force as well. Then they carry the same message to the client's own sales organization.

Such service on the part of the agency is hard work and tedious work and costly work. But the results of it come back in loyal customers and in growing appropriations.

Your client has a deep and abiding confidence in you. All the facts and figures of the business are at your command. You are a part of the firm; a trusted member of the family. You belong!

With such a relationship as this the great and mysterious problem of Coordinating Advertising with Sales becomes only a normal part of your day's work.*

**From "Coordinating Advertising with Sales," an address delivered before the 1925 Convention of Associated Advertising Clubs of the World, by Arthur W. Sullivan, Vice-President, Joseph Richards Company, Inc. This address is notable for the new ideal of advertising agency service which it develops, an ideal which represents the policy of Joseph Richards Company, Inc., in its relationship with its clients. Any interested business executive may obtain a copy of Mr. Sullivan's address by writing us. Joseph Richards Company, Inc., 253 Park Avenue, New York.*

RICHARDS—"FACTS FIRST ~ ~ THEN ADVERTISING"

ON a tidal wave of popular acclaim, "Unconditional Surrender" Grant was inaugurated President in 1869. The Indianapolis News was born the same year.

It seems long ago and far away, that day in the 60's when The News published its first four-page edition, wood type, "locals," front page "ads" and all. But every day since, The News has been a vital factor in the life of Indianapolis and the Hoosier commonwealth.

One of The News' services to its public has been to publish every weekday since the 60's the complete, unabridged schedules of local advertisers. First in circulation, The Indianapolis News has been first for many years in advertising volume*, and by long odds first in results for advertisers.

*In 1923 and again in 1924 The Indianapolis News published more paid advertising than all other Indianapolis Newspapers combined—in less than half as many issues.

The INDIANAPOLIS NEWS

DAN A. CARROLL
110 E. 42nd St., New York

FRANK T. CARROLL
Advertising Manager

J. E. LUTZ
Tower Bldg., Chicago

Page 5—The News Digest

Charles W. Hoyt Company, Inc.

New York advertising agency, has opened a branch in Winston-Salem, North Carolina. Ernest H. Abernethy, who for the past year has been acting as account executive in the New York office, will be in charge as Southern manager.

Hazard Advertising Corporation

New York, will direct advertising for the Kalbfleisch Corporation, producers of acids and other chemicals.

The Clark Collard Company

Chicago, will direct advertising for the Burrell Belting Company, same city, manufacturers of Burmaline Belting.

International Magazine Company, Inc.

New York, announces that Eugene Forker of *Harper's Bazar* will assume the business managership of *Cosmopolitan.* F. N. Drake, formerly Western manager of *Good Housekeeping,* will succeed Mr. Forker on the *Bazar* as business manager. Sherwood Smith will be advertising manager of the *Bazar.* The Western managership of *Good Housekeeping* will be taken over by C. Randall Semmis.

Retail Trade Publications, Inc.

Cleveland, have purchased *Variety Goods Magazine* from the Chrest Publishing Company, Cincinnati. H. E. Martin has been appointed editor, and H. E. Prentke, business manager.

Charles T. Nounnan

Formerly of the executive offices of Foster & Kleiser, San Francisco advertising agency, has joined the Lockwood-Shackelford Company, advertising agency, same city, as vice-president.

Fred M. Randall

President and treasurer of The Fred M. Randall Company, Detroit and Chicago advertising agency, has been appointed general chairman of the Washington Bureau Service, department of the Associated Advertising Clubs of the World.

Glenn H. Eddy

Formerly with the Link-Belt Company, Chicago, has become associated with the Ohio Brass Company, Mansfield, Ohio. He will direct the advertising for this company.

Campbell-Ewald Company

Detroit advertising agency, announces the appointment to the copy department of Keith Crombie, formerly editor of *The Goblin,* Canadian humorous magazine, and M. S. Charlton, formerly with the Caxton Company, Cleveland.

The Thumbnail Business Review

By Floyd W. Parsons

THERE has been no material change in the general state of business during the past two weeks. Conditions as they now exist are far more satisfactory than they would be if we were engaged in an industrial boom. The danger signal now, as in the past, will be the first positive indication of an unsound inflation. Even as the situation stands today, there are a great many reasons for caution on the part of business men. Hope for the future depends on the exercise of care and restraint at the present time.

¶ About the only industries that are not carrying on production at a normal rate are those that include the textile and chemical companies. The earnings of most of our important railroad systems are near record figures. For the ninth time this year, the weekly loading of revenue freight exceeded 1,000,000 cars. Most districts are reporting increases over the corresponding weeks of last year. In the steel industry, both demand and operations are increasing, while at the same time the price tendency is distinctly upward. The outlook is for increased consumption of steel in the fourth quarter. Exports of iron and steel from the United States are now at the highest rate since May, 1923. Canada is taking about 30 per cent of the exports. General trade with the Far East continues to increase, with automobile sales becoming an important item.

¶ The bank position at the end of September was stronger than it has been at any time this year. About the only disturbing factor appears to be the tendency toward inflation of credit. In some sections this readiness to extend credit has caused building to advance into a speculative stage.

Doyle, Kitchen & McCormick, Inc.

New York will direct advertising for The Lunepp Lace and Embroidery Company.

National Publishers Association, Inc.

Reelected the following officers for the ensuing year: President, Arthur J. Baldwin, McGraw-Hill Company; first vice-president, P. S. Collins, Curtis Publishing Company; second vice-president, A. D. Mayo, Crowell Publishing Company; treasurer, Roger W. Allen, Allen Business Papers, Inc.; secretary, Francis L. Wurzburg, Condé Nast Publications; executive secretary, George C. Lucas.

Arthur N. Hoskins

Formerly associated with the Encyclopaedia Britannica as business manager, has joined the sales and service staff of Douglas C. McMurtrie, Inc., New York.

Donald Dunbar

Formerly vice-president in charge of sales for the John F. Murray Advertising Agency, New York, has resigned his position to become vice-president of E. Fougera & Company, Inc., French and English medicinal and pharmaceutical preparations.

The Wildman Advertising Agency

New York will direct advertising for The Famous Fain Company, operating a chain of stores in New York, Brooklyn and Newark; and also for "The Surf Ace" Swimming Suit, manufactured by the Hercules Knitting Company, New York.

Harry G. Kebel

Formerly advertising manager for The American Molasses Company is now engaged in sales promotion work for the Gold Dust Corporation.

Moser & Cotins

Utica, N. Y., announce the removal of their offices on Oct. 3, to their own building which will be known as the Moser and Cotins Building.

"The Scholastic Editor"

Official publication of the Central Interscholastic Press Association whose headquarters are at the University of Wisconsin announce the appointment of Franklin E. Bump, Jr., formerly advertising manager of the Gisholt Machine Company, Madison, Wisconsin, as business manager. The executive staff of *The Scholastic Editor* has been reorganized as follows: E. M. Johnson, Editor; Chilton R. Bush, associate editor; Grace C. Johnson, circulation manager.

The Adirondack Advertising Agency

Is the name of a new advertising agency recently organized in Utica, N. Y. Charles W. Kinney is president.

[ADDITIONAL NEWS ON OTHER PAGES]

DO the people of Third Avenue shop on Fifth Avenue? They do not. Do people of small means read the Condé Nast Publications? They do not.

People of means and taste naturally gravitate to magazines expressing their own point of view. You cannot keep them away. Nor can you keep the masses interested even if, by some chance, you attract a few of them to your subscription lists. They go back to Third Avenue, feeling instinctively that they do not belong on our street.

This automatic process of selection goes on all the time, without effort on our part. And this is why the Condé Nast Group offers you a hand-picked market of nothing but the finest prospects for every kind of fine merchandise.

VOGUE
VANITY FAIR
HOUSE & GARDEN

THE CONDÉ NAST GROUP

All members of the Audit Bureau of Circulations

1,033,522 Lines of Advertising From One Firm in One Year—

DURING the twelve months period from September 1924 to September 1925, the Louis Pizitz Dry Goods Co., one of Birmingham's largest department stores, used 1,033,522 lines of advertising in The Birmingham News. It might be added that this firm used only 339,906 lines of advertising in the second paper and none in the third paper.

In order for any newspaper to carry such a tremendous volume of advertising from any one department store, that newspaper necessarily must have reader confidence, circulation, prestige, pulling power—everything that a dominant advertising medium should have. The Birmingham News has all of these,—and Birmingham merchants know it.

Following are the lineage figures for the Louis Pizitz Dry Goods Co., for the past year:

	NEWS	*AGE-HERALD*	*POST*
September, 1924...	5,466 inches	1,718 inches	.....
October.....	8,828 inches	2,968 inches	.....
November.....	7,842 inches	2,928 inches	.....
December.....	6,589 inches	2,477 inches	.....
January, 1925.....	6,116 inches	2,424 inches	.....
February.....	5,112 inches	2,342 inches	.....
March.....	6,435 inches	1,696 inches	.....
April.....	6,489 inches	2,445 inches	.....
May.....	5,012 inches	2,640 inches	.....
June.....	6,979 inches	1,651 inches	.....
July.....	4,451 inches	440 inches	.....
August.....	4,504 inches	550 inches	.....
TOTAL.....	73,823 inches	24,279 inches	.....

Net Paid Circulation Greater Than

75,000 Daily 85,000 Sunday

The Birmingham News

THE SOUTH'S GREATEST NEWSPAPER

NATIONAL REPRESENTATIVES

KELLY-SMITH CO.
New York

J. C. HARRIS, Jr.
Atlanta

KELLY-SMITH CO.
Chicago

Board Room, First National Bank, Boston

Thousands of Conferences Daily and Your Salesmen Not There

The business market is full of buying conferences. Your product or service is up for consideration. No chance for the personal word of your salesman. The meeting is over. If the answer is "Yes," your representative gets well-deserved commendation for his good work.

But what of his equally good work and the answer "No?" It has been hard for him to discover which of a half dozen officers actually has the final say. It has been hard to get at this man higher up even when he is known. Now with the "No" of the final conference, it will mean weeks of expensive work before the question can be reopened and the right arguments placed before the right man.

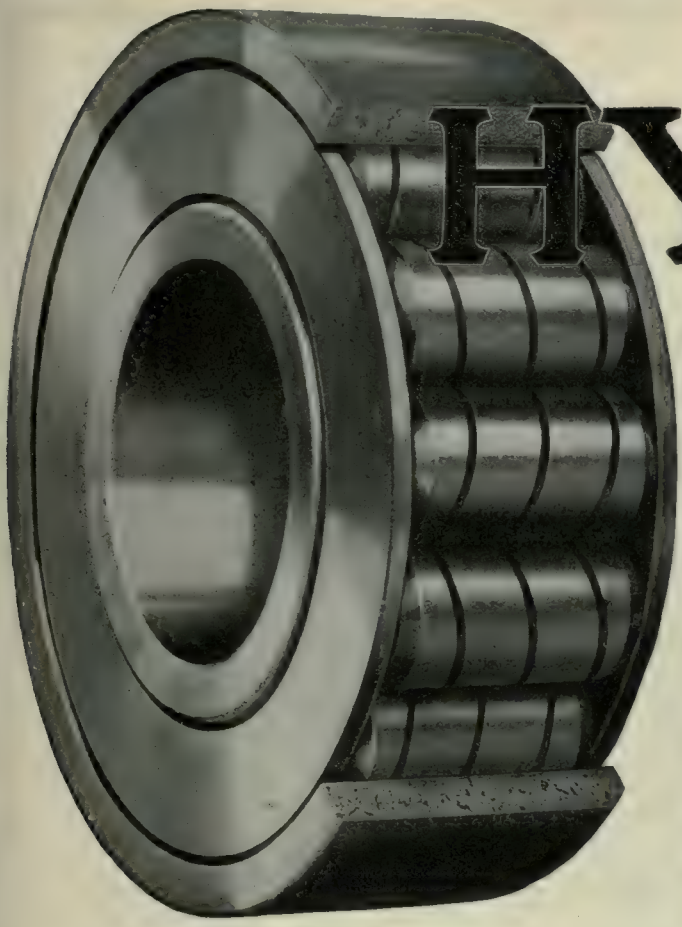
Why delay? Now—in advance of next month's meetings—send your advertising announcements to these men who have the final say. Give your salesmen the support of a magazine campaign aimed directly at this final authority group. Make your showing in the NATION'S BUSINESS so strong that there can be no possible misunderstanding at the last minute when the all-important final approval must be obtained.

More than 50,000 Presidents of Corporations read Nation's Business
More than 22,000 Vice Presidents of Corporations read Nation's Business
More than 21,000 Secretaries of Corporations read Nation's Business
More than 10,000 Treasurers of Corporations read Nation's Business
More than 15,000 General Managers of Corporations read Nation's Business
More than 156,000 Major Executives in 117,162 Corporations read Nation's Business

You will find a detailed analysis of our 200,000 subscribers of interest. Let us tell you how other advertisers are using this magazine to make their advertising expenditure more productive. Get an executive "yes" when the order hangs in the balance.

NATION'S BUSINESS

MORE THAN 200,000 CIRCULATION. MEMBER A. B. C.



HYATT
Quiet

FOURTEEN years ago we began to co-operate—in an advertising and selling way—with the Hyatt Roller Bearing Company. We were their first agency.

Then—an humble one-story frame building housed their entire business. To-day—a great group of modern structures, spread over nine acres, stands as a monument to the worth of their product, and to the soundness of their merchandising and advertising efforts.

Hyatt Bearings not only are used to-day in most of the world's motor cars, but most of the world's motorists have come to regard the very name "Hyatt" as synonymous with "Quiet"—and as meaning roller bearings of the highest quality.

Hyatt is still one of our clients!

The Campbell-Ewald organization of 201 people, owned entirely by the men who operate it, with a volume of business placing it among the first ten agencies in the country, is at your service to handle large or small accounts. At any time, anywhere, we'll be glad to talk with you.

CAMPBELL - EWALD COMPANY
Advertising

General Offices: DETROIT, MICHIGAN

H. T. EWALD, *Pres.*
E. ST. ELMO LEWIS, *Vice-Pres.*
GUY C. BROWN, *Vice-Pres. and Sec'y*
J. FRED WOODRUFF, *Treas. and Gen. Mgr.*

NEW YORK
CHICAGO
CINCINNATI
LOS ANGELES
SAN FRANCISCO
TORONTO

Advertising Well Directed

©C. E. Co., 1925

This is a
DELINEATOR
House

—Built by a
DELINEATOR
Reader

—From a
DELINEATOR
House-Plan

—In the
HOME-BUILDING
Department of

The
DELINEATOR

Founder of BETTER HOMES IN AMERICA
Butterick Building, New York

Buffalo the Wonder City of America

Ask Department Store Buyers About Buffalo Evening News Pulling Power

They Must Get Action!

GOOD Department Store Buyers fight for their merchandise. They battle with their merchandise Manager for more "buying" money. They battle with the Employment Office for more help. And in Buffalo they battle with the Advertising Manager for more space in the Buffalo Evening News.

DEPARTMENT Store methods demand quick merchandise turnover. Sales figures must be made every day and inventories are never permitted to run high. Buyers are judged by their turnover and their inventories. One promotion failure leaves a department overbought. That is why buyers watch so closely the pulling power of Newspapers.

THAT is why, when you ask a Buffalo Buyer to choose one of two or more Buffalo Newspapers he will invariably choose the Buffalo Evening News.

BUFFALO EVENING NEWS

A.B.C. Mar. 31, 1925
129,777

EDWARD H. BUTLER, Editor and Publisher
KELLY-SMITH COMPANY, National Representatives

Present Average
134,720

Marbridge Bldg., New York **Lytton Bldg., Chicago**

We are adding the "plus" sign to "*The Necessary Two Million*" because our first print order for December True Story calls for

2,500,000

copies, of which two million four hundred thousand will be distributed on the news-stands.

There is more than a possibility that we will be obliged to increase this print order from fifty to seventy-five thousand before we go to press.

How long will it be before we will have to announce "*The Necessary Three Million?*"

True Story

"The Necessary Two Million+"

"GREATEST COVERAGE—LOWEST COST"

In First Four Weeks Under New Ownership

Winston-Salem Journal

Winston-Salem

North Carolina

Manufacturers nearly one-fourth of the factory products of the great industrial state of North Carolina. Total for state as whole—$951,910,500. Total for Winston-Salem $228,451,447.—Authority, 1923 United States Government Industrial Census.

65% increase in population since 1920 Census. 1920 Census—48,395. Population, April 23, 1925—74,000—Authority—Estimate of the United States Census Bureau.

Over one-fourth of the income tax paid by North Carolina Corporations were paid by fifty-five manufacturing establishments of Winston-Salem.—Authority United States Government Tax returns.

Over one-fourth of the personal income taxes paid by citizens of North Carolina were paid by citizens living in Winston-Salem.—Authority, United States Government Income Tax returns.

Winston-Salem
admitted by any person acquainted with North Carolina to be
Leader of North Carolina
In Industry—In Wealth—In Population

North Carolina
admitted by any person acquainted with the "New South" to be
Leading the South
In Education—In Textile—In Good Roads

Keep your eye on { **The Morning Journal and on Winston-Salem and on North Carolina**

WINSTON-SALEM JOURNAL

Daily and Sunday—A. B. C.

Santford Martin, Editor—Owen Moon, Publisher—Wm. K. Hoyt, Manager

KELLY-SMITH COMPANY

National Advertising Representatives

Lytton Bldg., Chicago **Marbridge Bldg., New York City**

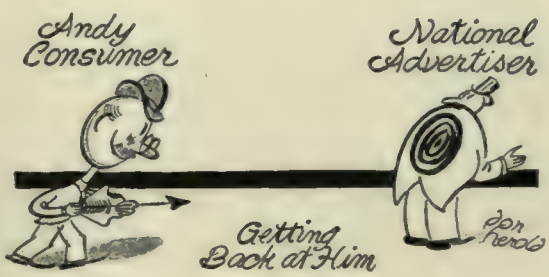
Come to Chicago
A. B. C. Week

The
Twelfth Convention
of the
·A·B·C·
(AUDIT BUREAU OF CIRCULATIONS)
will be held at the
Hotel La Salle
Chicago
October 15th & 16th
NINETEEN · TWENTY · FIVE

The DINNER
NIGHT OF OCTOBER 16th
will be at the
Hotel La Salle
Make your reservations early

Life presents ... Andy Consumer

Reproduced from a full page in LIFE



THE FIRST AD EVER WRITTEN BY A CONSUMER

THIS is the first time in history that a consumer has advertised to advertisers.

Fellow consumers, listen in.

If you want to hear a little guy say some things to some big birds, listen in.

Up to now, advertising has all been on one side—their side.

Here is where advertisers find out how it feels to be advertised to and at.

Well, you big advertisers and big manufacturers and little manufacturers, I just want to tantalize you a little this week. Next week my campaign starts.

You have teased me like this. Just suffer until next week.

Andy Consumer

THE NATIONAL ADVERTISER BETS HIS ADVERTISING MONEY THAT HIS PRODUCT IS RIGHT

SOME months ago it struck us that LIFE ought to be in a perfect position to help the public understand how advertising really serves and saves them. (Many people think advertising sticks them).

YOU see, LIFE has government license No. 1 to use the greatest of educational instruments—humor—and we decided to unsheath it to advertise advertising.

So we invented Andy Consumer—a citizen—a consumer—to get over on the public's side of the fence and (ostensibly) talk stiffly to big advertisers.

Andy has been a big success. His genial gospel of advertising economics is getting home to all who read LIFE—or who don't read it (if any). He is helping make LIFE's responsive readers more and more responsive to LIFE's advertisers.

ANDY CONSUMER'S talks on advertising are published in pamphlet form. If you can distribute copies to salesmen, dealers or customers, LIFE will gladly furnish, at cost, reprints or plates of this series.

(Andy Consumer—indirect advertising advocate—is already a national character. In feeding and clothing and in otherwise supporting him, LIFE hopes it is helping national advertisers—for which help LIFE has been amply paid long ago. (National advertisers have used fifteen million dollars' worth of LIFE space.))

Life

127 Federal Street
BOSTON, MASS.

598 Madison Avenue
NEW YORK, N. Y.

360 N. Michigan Avenue
CHICAGO, ILL.

NOTICE OF

Increase in Liberty's Advertising Rates

SCHEDULE OF INCREASE AND SAVINGS

Orders for 1926 Issues Accepted Up to November 1 at These OLD RATES		*Orders Placed After November 1 Subject to These NEW RATES*		*Your Saving on Average 13 Time Order PLACED BEFORE NOVEMBER 1*	
Line Rate	4.25	Line Rate	5.00	Line Rate	9.75
Eighth Page	312.50	Eighth Page	375.00	Eighth Page	812.50
Quarter Page	625.00	Quarter Page	750.00	Quarter Page	1625.00
Half Page	1250.00	Half Page	1500.00	Half Page	3250.00
Full Page	2500.00	Full Page	3000.00	Full Page	6500.00
Roto Page	2500.00	Roto Page	2850.00	Roto Page	4550.00
Two Color Page	3000.00	Two Color Page	3750.00	Two Color Page	9750.00
Four Color Page	4000.00	Four Color Page	5000.00	Four Color Page	13000.00
Back Page	5000.00	Back Page	6500.00	Back Page	19500.00

You Can Save as Above by Ordering Your 1926 Liberty Advertising Now!

No Orders at OLD RATES Accepted After November 1st, 1925

When the present rates were made Liberty's net paid circulation was 900,000 Now it is 1,100,000 and climbing. Therefore we *must* raise the rates.

YOU'LL ask why certain unusual factors are embodied in this increase. Let us tell you.

Rotogravure is $150 less per page than black and white!

Because Liberty's unique type of make-up calls for advertising ALL through the book, and part of the book is printed in Rotogravure which is probably more difficult than black and white for advertisers to handle, we make this inducement to attract rotogravure advertisers.

Note, however, that rotogravure space is strictly limited—for mechanical reasons we can accept only a certain amount of this copy. If your product lends itself to pictorial presentation, we urge you to take advantage of this rate.

The back page goes from $5000 to $6500, an increase which is proportionately greater than the black and white and rotogravure raises.

We have only ONE back cover to sell, and it is always in great demand. Based on circulation the new rate of $6500 does not exceed that of the other great weeklies for this space.

Advertising has increased so rapidly, in the last three months, that the size of Liberty must be constantly increased to maintain its advertising and editorial balance. For as advertising increases we increase editorial matter to preserve our warrant of "NO BURIED ADS." In comparison with other weeklies, our NEW rates are lower than any rival in the field, with the exception of the back cover.

5c Liberty

A Weekly for Everybody

CHICAGO
Tribune Square
Phone Central 0100

NEW YORK
247 Park Ave.
Phone Ashland 3710

LOS ANGELES
406 Haas Bldg.
Phone Metropolitan 3172

1,100,000 Net Paid Circulation . . . New Rates Lower Per Thousand Circulation [Back Cover Excepted] Than Any Other Publication in the Weekly Field

This advertisement appeared in The Chicago Tribune, The New York Times, The Philadelphia Bulletin, The Cleveland Plain Dealer, The Detroit Free Press, Printers Ink

Volume Five
Number Twelve

Advertising & Selling
FORTNIGHTLY

Do You Really Need More Money in Your Business? 19
WILLIAM R. BASSET
Taking Temptation Out of the "Swindle Sheet" 21
V. V. LAWLESS
A Club Which Grew Out of a Cook Book 22
STUART PEABODY
Has Installment Selling Grown Out of Bounds? 23
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Josh Billings Writes an Ad. 24
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How Rural Dealers Are Keeping Farm Trade at Home 25
DE LESLIE JONES
How Long Will the Boom Last? 27
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C. FOSTER BROWNING
E. O. W. 76

THE attention of the entire advertising world will be focussed upon Chicago during A. B. C. Week, October 12th to 17th. This event is generally recognized as being one of the most important of the year for the purpose of coordinating the combined interests of advertisers, advertising agents and publishers. During the week many meetings will be held, including the annual meetings of the Inland Daily Press Association, Associated Business Papers, Inc., and the Agricultural Publishers Association. The Western Council of the American Association of Advertising Agencies will also meet. The activities of the week will culminate in the annual convention of the Audit Bureau of Circulations.

M. C. ROBBINS, PUBLISHER
J. H. MOORE, *General Manager*
OFFICES: 9 EAST 38TH STREET, NEW YORK
Telephone: Caledonia 9770

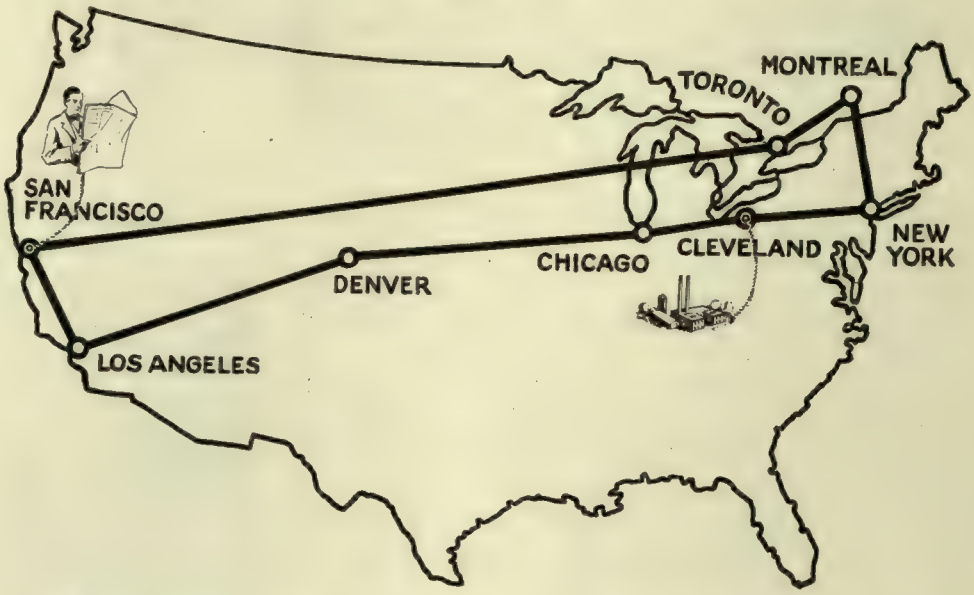
NEW YORK: F. K. KRETSCHMAR, TODD BARTON
SAN FRANCISCO: W. A. DOUGLASS, 320 Market St. Garfield 2444
CHICAGO: JUSTIN F. BARBOUR, Peoples Gas Bldg.; Wabash 4000
NEW ORLEANS: H. H. MARSH, Mandeville, Louisiana
CLEVELAND: A. E. LINDQUIST, 405 Swetland Bldg.: Superior 1817
LONDON: 66 and 67 Shoe Lane, E. C. 4: Telephone Holborn 1900

Subscription Prices: U. S. A. $3.00 a year. Canada $3.50 a year. Foreign $4.00 a year. 15 cents a copy

Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising, Advertising News, Selling Magazine, The Business World, Trade Journal Advertiser* and *The Publishers Guide. Industrial Selling* absorbed 1925

Member Audit Bureau of Circulations and Associated Business Papers, Inc.
Copyright, 1925

THE McCANN *SYSTEM*



TELEPHONE engineers aim to make it possible for any person in the United States to speak with any other person.

In a similar way The McCann Company's national system of offices provides advertisers in any part of the country with the means of quickly and effectively influencing consumers in any, or every, other section.

A manufacturer in Ashland, Ohio, for instance, wishes to sell goods in Sacramento, California. The McCann System, through its offices in Cleveland and San Francisco, makes the necessary contacts. The Pacific Coast organization reports on conditions in the local market; the Cleveland Office, with this information in hand, lays out for the Ashland client a plan of procedure for Sacramento, which is not only in harmony with his national plan and policy, but is accurately adapted to local conditions.

This illustrates the value of the McCann System—a chain of closely correlated offices extending from Coast to Coast for the service of national advertisers and those who want to build a national business.

THE H. K. McCANN COMPANY
Advertising

THE H. K. McCANN COMPANY TRUTH WELL TOLD ADVERTISING

OCTOBER 7, 1925

Advertising & Selling
FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors: Robert R. Updegraff Marsh K. Powers Charles Austin Bates
Floyd W. Parsons Kenneth M. Goode G. Lynn Sumner R. Bigelow Lockwood
John Lee Mahin James M. Campbell Frank Hough, *Associate Editor*

Do You Really Need More Money in Your Business?

By William R. Basset

Chairman of the Board, Miller, Franklin, Basset & Company

BACK in the so-called good old days of normalcy before the war, a board of directors called its hired president onto the carpet. Boiled down, its six-hour lecture amounted to this:

"During the eleven years that you have been managing our company its business has experienced only a normal growth of about 10 per cent a year. In other words, we have merely kept pace with the growth of the country.

"We are not satisfied. We feel that an aggressive policy of selling such as we should have would enable us to grow much more rapidly.

"We do not want any explanations or alibis. We feel that you have the ability to expand this company, but we fear you are inclined to be too conservative. However, we are going to renew your contract for another two years. But at the end of that term we expect to see a growth much greater than you have shown in any other two years."

The president went back to his office with some misgivings. For one thing he said to himself, "Where do they get the idea that this country grows at the rate of 10 per cent a year? That would mean that its population doubled every eight and a half years. The census doesn't say so—but most business men seem to believe it."

He knew that by increasing only moderately the expenditures for marketing, a considerably greater volume of sales could be secured. But he also knew that his plant was already running at top notch efficiency.

Experts in production had told him that the factory methods were exceptionally good. Any increase in sales could only be handled by adding new factory buildings and equipment.

He was sure that he could increase the sales 25 per cent a year for several years. Therefore, the plant should be doubled in size at least.

He asked for a million dollars to cover the cost of the new buildings and to provide the extra working capital that would be needed. The board floated a bond issue which cost them close to 12 per cent, counting interest, discount and underwriters' fees.

I pass over the painful details of what happened when, a few years later, business generally went into a slump. The diagnosis of the banker's committee was "over-expansion." The company had been barely able to keep up under the load of excessive financial fixed charges when running at its full capacity. A few months of under-production sunk it.

This has been a sad story—but it is a common one.

I suppose the commonest plaint I hear from business men of all sorts is, "If I only had more money in my business, the things I could do! But I am handicapped for lack of capital. Every day I see orders get away that I could handle with just a little more money."

I usually feel that it is my duty to tell such a man that it is better to see sales get away for lack of money than to see the business it-

self get away through having too much.

A lot of the post-war failures resulted from the ease with which money could be borrowed—at high rates—by almost anyone during the boom.

I do not mean for a minute that borrowing of floating stock issues is always foolish or dangerous. There are lots of concerns which can make legitimate, profitable and safe use of additional capital.

What I do mean is that additional capital is not a drug which should be prescribed for all patients in the manner of the physician who orders a dose of castor oil for every kid who has a pain in his tummy. Yet most business men seem to look on it as a panacea of business ills.

Practically without exception, a concern wants new capital to take care of expansion either past or prospective. Sometimes the business came to it without much extra effort either in selling or advertising and the factory already had capacity to turn out the goods. Soon

[CONTINUED ON PAGE 46]

Advertising to Adolescence

RADIO receiving apparatus, according to the prevalent belief, has an appeal mainly to those of mature years. It seems to have occurred to few that boys in their 'teens or even below might form a market of no mean potentiality and well worth the cultivation of the forward-looking manufacturer. Such boys are among the most enthusiastic of radio "fans," even while lacking the actual buying power of the adults. They are eager builders of home-made receiving sets, and many parents are known to lean heavily on their sons' advice in the purchase of manufactured sets. And these boys are constantly growing up until soon they will be buyers of sets themselves.

The Atwater Kent Manufacturing Company, maker of the famous radio equipment which bears its name, has long been an extensive advertiser in numerous publications. In each case every effort has been made to fit the appeal of the individual advertisements to the particular type of person representative of the group which reads the periodical in which the advertisement appears.

In entering the new field of adolescence readers, however, they were obliged to search out some new selling points. The readers of the *American Boy*, the medium selected, consist of some three hundred thousand boys whose average age is only fifteen years and eight months; boys who know radio and who are keen to recommend good things. But they are not boys who are going to be appealed to and sold on any prospect so intriguing as the possibility of hearing the Metropolitan Opera Company in their own parlors or of bearing a vicarious part in any future Democratic conventions. Their young and active imaginations are interested in radio for the fascinating mechanics which it involves and for the wonders of the science itself. Football games appeal to them; so do the World Series and possibly a few other events, generally athletic, which broadcasting brings to them. But their interest in programs ends there.

Talks with boys convinced the Atwater Kent Company that the element which would most appeal to the youngsters was the actual manufacture of the apparatus. Of course it was entirely practical to make up a series of advertisements along the traditional lines which would present in a fairly interesting manner the story of the manufacturing processes from the viewpoint of an adult. But a novel and far more vivid method was hit upon—that of allowing a boy to describe it himself for the benefit of readers of his own age. To add an informal and intimate touch, this was done in the form of a letter from the boy to his father.

Two boys were selected as typical of the best which might be expected in the new field. Their real names were Howard and Jack, and these names were used in the letters, the latter signing them all while the former was referred to repeatedly. They spent nearly an entire day going through the factory — the largest of its kind in the world—under the tutelage of one of the company's men. A photographer accompanied them, the results of his work appearing in each advertisement.

Jack's letters deal principally with the care with which the parts are tested, the rigorous inspection to which each piece must be subjected before it is permitted to leave the factory, and the painstaking work which is required in the making of the delicate parts. He does not undertake to explain the more complicated apparatus, as this would require the use of technical language which would surpass the comprehension of the readers for whom the copy is intended.

Bread and Butter Problems of a Sales Manager

Taking Temptation Out of the "Swindle Sheet"

By V. V. Lawless

IT is almost impossible to have salesmen's expense accounts that are absolutely fair both to them and to their house, but some concerns have, after much study, been able to evolve plans that permit this ideal state of affairs to be somewhere nearly approximated to the ultimate benefit of all concerned

ON the sales manager's desk was a pile of expense account sheets, and on his face a worried look.

"Checking the swindle sheets?" I opined.

"No. Approving them," he confessed. "I have quit checking them or criticising them. I glance over one now and then, after I O.K. it, just to see how much the men think they can get away with, but I've found that it is less expensive to let a man get away with anything short of grand larceny than to cut out an item even when I am sure that it is pure fiction. But it makes me boil, just the same, to think what an easy mark those fellows must believe me to be."

When this sales manager came to his present job after ten years on the road, he determined to handle the detail of expense accounts himself. He had quit two jobs after disputes with cashiers and assistant sales managers over perfectly legitimate items on his own accounts and he knew what his defections had cost his employers in training costs and business taken to a competitor.

He doubted the ability of office men to judge fairly whether an item was legitimate. Those who have always been tied to a desk envy the salesman his expense account—and envy is not a good background for fair judgments. He believed that with his road experience he could prune or pass all items accurately.

Perhaps he could; but it was no help. Salesmen will hit the ceiling just as quickly and as hard over an item they know to be improper as over one that happens really to be legitimate.

"There must be some way to pay expenses that is absolutely fair to the salesman and to the house. It should make discussion unnecessary and it should not make the company bear the cost of one man's millionaire tastes while penalizing the economical traveler. I am going to hunt until I find the right plan."

He found it in use by an industrial corporation which covered the entire country with a staff of unusually high grade men. He had to make certain changes to make it fit his needs, but the plan has now worked with entirely good results for more than five years.

The method which he copied was simple. The salesmen, it should be explained, seldom made more than one town a day and rarely spent more than two days in one town.

They were allowed actual railroad fare and lower berth rates. In cities under 250,000 they were allowed $7 a day for room, meals and tips. In cities of more than 250,000 population the rate was $12 a day.

My friend's problem was more complex. His salesmen were not of so high a grade. It was not necessary for them to live at first class hotels in the larger towns. Often they would work a town for a week and sometimes would stay in a large city a month.

He, too, allowed full railroad fare. If a man cared to buy mileage or round trip tickets he could do so and pocket the profit, but if he was unable to use them he stood the loss.

The allowances for room and meals was low and several rates depending on the size of the town were used, instead of the two used by the company on whose plan he based his own.

These rates are:

In towns up to 10,000..$4 a day
From 10,000 to 40,000.$5 a day
From 40,000 to 250,000.$6 a day
Above 250,000.....$7.50 a day

Since adopting the plan the rates have been changed from time to time to take account of the changes in hotel rates. The figures given are those now in use.

It is perfectly apparent that if a man were called upon to make a dif-

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A Club Which Grew Out of a Cook Book

By Stuart Peabody

EVERY manufacturer of food products is up against the cook book problem. There can be no question about the tremendous power of recipes to influence the purchase of the housewife, whether she does all her own work, or keeps servants. And that leads inevitably to cook books, and cook books, in turn, lead to much grief and woe.

There are thousands in circulation; of various shapes, sizes, and degrees of attractiveness and usefulness. If the housewife could collect on one shelf all the cook books which are offered FREE, that shelf would measure considerably more than the conventional five feet. Stretched end to end, these books would reach to somewhere or other in a most amazing fashion.

If a book is to be made inexpensive enough to permit of promiscuous distribution, it cannot hope to compete for the eye of the housewife alongside of others of a more pretentious nature. If it is made elaborate, it soon leads to the expenditure of large sums of money.

So, when two years ago, a copywriter in an advertising agency came to the Borden Company with a brand new idea, she was met with more enthusiasm than is usually the lot of copywriters with ideas. The suggestion was that a cook book be produced with substantial board covers in the form of the familiar "shoe string" binder known to business. The pages were to be punched to fit the binder, or album, as it was called. The idea was then to run a recipe contest each year, to lithograph the prize winners on punched paper, and to send them to the contestants to be inserted in the book. In short, it was proposed that the Borden Company establish what amounted to a recipe exchange.

Here the usual cook book problems raised their heads, and out of them the club idea came. The book was sure to be expensive, and it seemed so attractive that it didn't appear practical to give it away. On the other hand, it didn't seem possible to distribute the book in any large quantity if anything like a fair price was charged for the book alone.

So it was decided to sell for 25 cents a life membership in the Borden Recipe Club. The initiate's quarter was to bring her, in addition to the book, a monthly bulletin on household and club affairs; the privilege of competing in the yearly prize contest and of receiving the prize winning recipes, ready punched for the album; and the opportunity of consulting with the club secretary and her staff of domestic science experts on any matter pertaining to household affairs.

These club facilities were regarded as being quite a quarter's worth—take it from any of the hundred thousand women who joined in the next two years! The recipe album, as has been explained, was unusual, attractive and convenient. The monthly bulletin really tried to be helpful, and, judging from the resulting correspondence, it succeeded. There was very little Borden matter in it. Many of the recipes with which the bulletin abounded called for evaporated milk, but beyond these, there was little mention of the company name. The feature of each number was a collection of recipes of some particular kind, or for some special occasion, such as Valentine's Day or the Fourth of July. Following this came the Letter Box, which was filled with all sorts of material sent in by members. Here one was told how to clean the sink-drain, how to remove stains from suede shoes, and how to cut corners and save time and money

Has Instalment Selling Grown Out of Bounds?

By S. G. Rosson

Vice-President, Commercial Credit Company, Baltimore, Md.

THE extent to which Instalment Selling has advanced is not excessive, to my mind, in view of the growth of our country and our increased wealth and our greater purchasing power. The world is bigger. Let's look at a few statistics and see whether or not instalment selling has grown beyond reason. Quoting Mrs. Christine Frederick (Home Economist Editor of *The Designer*), the following information is interesting:.

"From 1800 to 1900 the United States developed new wealth to the amount of eighty-eight billion dollars.

"From 1910 to 1920 we created new wealth to the sum of one hundred and thirty-five billions—over one and a half times as much again in ten years as in an entire century.

"We sold more goods to the world in those ten years than in the entire nineteenth century; we mined a billion tons more coal, smelted twice as much copper, made three and a half times as much steel, and spent one and a half billion dollars more on schools.

"We match a decade against a century and a decade wins!"

The *World* Almanac shows that from 1900 to 1920 (20 years) the number of savings bank depositors has nearly doubled. The savings *deposits* have more than doubled in that time. This means that twice as many people are each doing a better job of saving than they did 20 years ago.

The number of families owning their own homes increased nearly 50 per cent from 1900 to 1920; life insurance in force in the United States increased nearly five times from 1900 to 1920.

In view of these facts, the majority of families need no longer live on their former modest plane, but I believe that they display the same skill in balancing income and outlay as of old—and that this is one reason why prosperity steadfastly refuses to leave, regardless of what seems like reckless spending. It seems that there is still a fair leeway even today between what the average family *does buy* on time and what it *could buy*.

If people want to buy on the instalment plan from people who want to sell on the instalment plan, under terms and conditions mutually agreeable, by what possible means can you stop them? It is here, and it is here because it is so interwoven into our family life as to make it almost impossible to eliminate. The people will never submit to class legislation limiting their freedom of action so long as they do not harm others. Instalment buying and instalment selling is a trade between two people—certainly it does not involve the elements of crime—and those of us who buy and sell unwisely, either of necessities or luxuries, must take the consequences—*and right there is the remedy which will satisfactorily adjust or eliminate the practice.*

A writer, opposing instalment selling, recently cited a case where a man's income was $60 per week while he had contracted for purchases on the instalment plan amounting to $72 a week. Is that a fair argument against instalment buying? Not to my reasoning! It exposes the lack of wisdom on the part of two fools—the buyer and seller—and both will soon learn better or eliminate themselves. The credit granter in such a case is *entitled* to his loss and I doubt if he would be successful even if he sold for cash.

The same principles of credit granting apply in the instalment sales as in anything else. The ability to pay according to the terms is a question of credit judgment. That has much more to do with the wisdom of the credit than has the commodity being purchased. It is wise, however, for instalment credit granters to ask the applicant for a statement of his other instalment purchases, so that in addition to having the picture of his assets and liabilities, he may know what obligations to meet out of his income.

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THE automobile was once considered purely as a luxury. Today it has become practically an economic factor in our lives. Every day is developing new uses for the motor car, but without any detriment to other industries and modes of transportation. Instalment selling has done just two things for the automobile and for the public: it has enabled all classes to buy cars and has materially reduced the price by the enormous distribution which it has been able to effect for the benefit of all

Extracts from an address before Babson's Statistical Organization Convention.

The States of the Union recognize the necessity of credit to the poor, and have provided laws, as we all know, which permit a charge of 36 per cent per annum and more to those whose credit is not sufficient to get money accommodations for less. The States recognize this need —it is all a question of supply, demand, compensation, and the risk involved, and again it takes two to make a bargain.

In our city, contractors build long rows of houses for that class of people who cannot pay for them except on time. They pay for their houses as they pay rent, and after their homes are paid for probably have as much money, and the houses, too. Had they been forced to continue on as renters, because of their inability to buy homes on time, we would have a more shiftless class of citizens.

Such large concerns as General Electric Company, Westinghouse Electric & Manufacturing Company, Western Electric Company, American Radiator Company, General Motors and many others are conducting their own instalment sales plans. They have the right to sell their products as they see fit, and their customers have an equal right to buy. Safety is assured because such manufacturers will only do business along the lines of caution—they know better on what basis it is safe to sell on instalments than others who know nothing of their business.

"Water seeks its level." People will not pay us more than they have to pay others for financing service, and why shouldn't they be the judge as to the value received? There are many different plans and rates in use covering instalment financing, but on the average it is pretty safe to say that the cost is around 10 per cent, which is about the difference that the average merchant makes between his cash selling price and his instalment time price. Instead of the purchaser taking this 10 per cent for cash he prefers to buy on time and the Financing Company practically discounts the transaction in his stead and gets the 10 per cent. As in the case of automobiles the increased volume resulting from instalment selling reduces the price of practically any commodity, possibly at times more than the amount of the financing charge. Thus the purchaser buys enough cheaper because of the volume resulting from instalment selling to pay more than the cost of it, thereby evening matters.

It must be remembered that the financing company does not lend money—purchasing a time sales transaction, payable monthly or weekly, for a year, means a year's service, correspondence, calling on delinquents, travel expenses, etc., repeated dunning, and other collection efforts and overhead expenses, payment exchange on checks, and usually loss of interest in the case of delinquent payments. In addition, the financing company furnishes all the legal forms for debtors and has to pay the market rate for the money they supply. The financing charge is much more for *service* than for *interest.*

Is this financing cost excessive when you consider that the transaction runs for a year and involves a considerable overhead as against the turn-over profit added to merchandise by the seller in many lines, of say 20 per cent flat? When such a seller receives settlement for his goods in 60 days he can turn that capital six times a year and make six times 20 per cent gross profit on the same money in a year's time (120 per cent per annum). Cer-

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Josh Billings Writes an Ad

By Earnest Elmo Calkins

IT is to be wondered that more small businesses do not strive to give themselves a touch of personality as a means of identity. Individuality stands out and causes an enterprise to be remembered when others of its class are forgotten.

There is a small hotel on the Mohawk Trail most engagingly named The Inn of Charlmont. The proprietor's name is Rowell, a name full of advertising suggestion, though he asserts he never heard of George P. of sainted memory. But at any rate, besides furnishing good beds and unusually good meals, he has given his house character by several interesting touches which entertain his guests and enable them to while away pleasantly the minutes while waiting for dinner. The house has been an inn for one hundred and fifty years, and is naturally associated intimately with the history-soaked country around it. On the walls of the rooms are old prints, maps and broad sheets all bearing on local history, but some of them reaching back into old England, as, for instance, a steel engraving of the noble person after whom Charlmont was named.

This, however, has been done before. It was in the dining-room that the innkeeper's originality really asserted itself. Hung on the walls of this room were neatly lettered quotations, all tributes to inns. Dr. Johnson's famous dictum was there, of course, and Shenstone's melancholy verses, and an interesting extract from Thoreau. There were two excerpts from the Bible, one being the story of the Good Samaritan. But the gem of the collection were these words giving Josh Billings' idea of a good hotel:

> "There are hotels that are a joy upon earth, whare a man pays his bill az cheerfully az he did the parson who married him, whare you kant find the landlord unless you look in the kitchen, whare servants glide around like angels of mercy, whare the beds fit a man's back like the feathers on a goose, and whare the vittles taste just az tho yure wife or your mother had fried them."

This shows what Josh might have done as an ad-writer. The passage is worthy of being set beside Bob Ingersoll's well-known tribute to corn whisky. The passage about the beds is especially felicitous.

How Rural Dealers Are Keeping Farm Trade at Home

By De Leslie Jones

THE rural dealers are tremendously awake to the necessity for keeping trade at home. And that means, inevitably, a better appreciation of nationally advertised goods, and a more zestful cooperation with national advertising campaigns for sales stimulation.

Here is the situation in few words: The automobile was a sharp enough challenge, but good roads and the coming of the chain store to rural villages have been the deepest goads of all. In earlier days the automobile didn't damage local trade so greatly because poor roads offered little facility for shopping trips five, ten or twenty miles away. Then the good roads movement got under way; beautiful concrete roads arrived over which one might literally roller-coast to the "big town." Then in an era of closed cars, a winter drive for shopping to the big town by the women of the family became no hardship at all. Then the chain store came to the little village to lend pep to the situation.

What is the rural dealer doing for self-preservation? Some of them are doing nothing except to arrange their affairs for their demise and a decent burial! "I know my days are numbered," one dealer in a small town told me, when I gently chided him for the frightfully unkempt condition of his windows, the absence of new stock. "I'll last maybe three more years. I'm trying to sell what I've got. I've been here 30 years; once my place was post-office, political meeting hall and the village center of life. Practically everybody bought from me. Now they buy not only from the new chain grocery in town, but also from the larger town eight miles away; and even go out of the county, to the city twenty-two miles away. Once I operated two wagons, taking orders and making deliveries within a range of ten or fifteen miles. I didn't mind mail order competition; I didn't mind autos. But these concrete roads and the chain stores are my death-knell."

The vigorous and the young, however are at the stage of research and united action—which is the most hopeful possible stage. For instance: The Merchants Committee of the chamber of commerce of Logan, county seat of Cache, Utah, made a research not long ago to find out how

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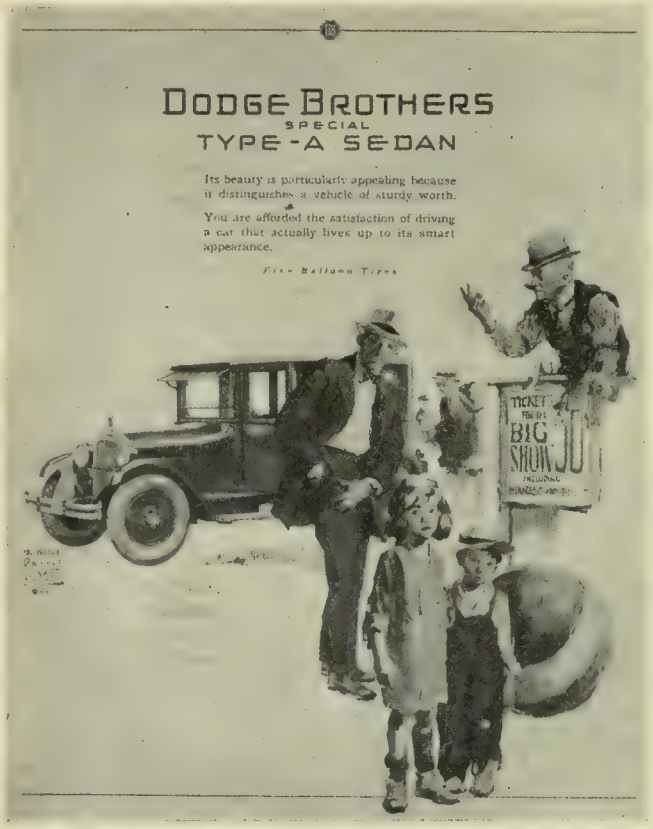
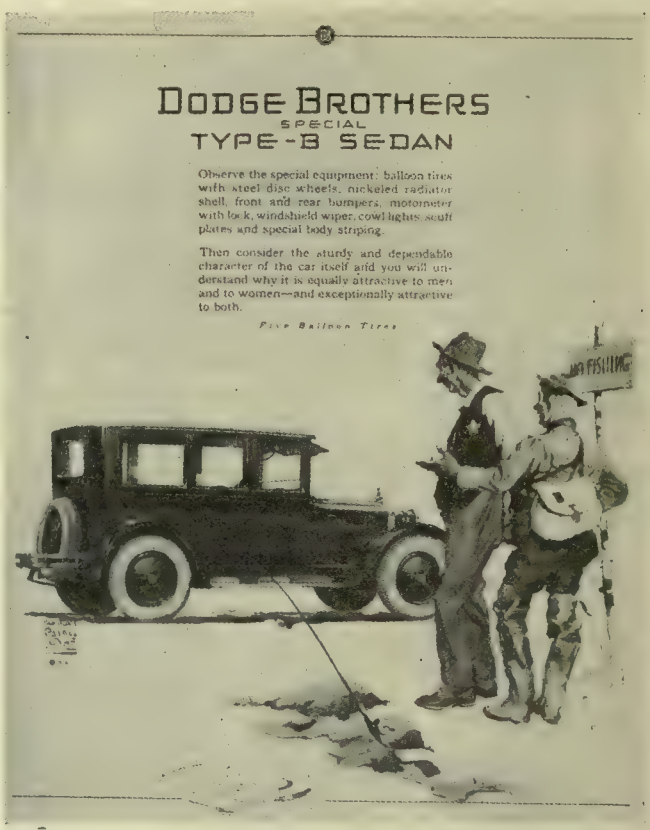
THE advent of the automobile and the chain store has confronted the rural dealer with the problem of retaining farm trade. The result is that either the country store is passing out of existence or is meeting competition successfully by using modern merchandising methods and featuring nationally advertised products.





NICKEL and varnish, streamline and balloon, and the glitter of show-window retouching take second place in the new Dodge advertisements. Dodge Brothers have hitched their Type-B Sedan to the star of "human-interest"—the sort of scenario that publishers put on magazine covers to warm the cockles of the heart. As a result, Dodge Brothers have not only obtained a series of advertisements plausible for their ease, but have made it much less difficult to read the type-matter contained in the space

How Long Will the Boom Last?

By Kenneth M. Goode

"I COME from the *crazy* State," announced my vis-a-vis on the dining car this morning.

"Yes?" I said politely, "and how are things around Miami?"

"Flourishing, I reckon," he drawled, "leastways they were when I left. I make more out of real estate than out of my store. I've built two homes for myself and sold 'em. Now I am putting up another. And some sucker's going to pay my price—*if it isn't too late!*"

He voiced the real flaw in Florida. Everybody asks of the boom, not how strong, but how *long*.

For every man investing his own real money in permanent developments a hundred first-payment carpetbaggers swarm to filch quick profits. Since these speculators create no additional wealth, they take the long trip simply to pass around each others money, like so many children playing the good old game of "Button, button, who's got the button?"

And, whichever of them finally gets caught with the button will have to stand a loss somewhere near the combined profits of all those who came—and went—before.

Business sites in Miami, I am told, now sell at the same rate per front foot as in Detroit and Cleveland. Granting Miami her full 350,000, nobody can, in times of *normal* business, afford to carry on any store, shop or ordinary commercial enterprise with such a rent.

On the other hand, to continue what we may call the present normal abnormal business, land values must continue always to rise. This, of course, means that Miami real estate must begin selling at top Chicago and New York rates long before the town's permanent population has anywhere near made good the Detroit and Cleveland prices already paid.

This inflation might, and, of course, may continue indefinitely. But people tire of the good old game. Prices get too high for the pikers; men with real money sit around and play poker until the break comes.

Then, as sometimes happens on Wall Street, "distribution" is effected, which in this case means that a lot of tourists, who intended

Photo by Merrill

to spend only a month's holiday and a small first payment, find themselves holding not only the button, but the bag; stuck, not only with the needle, but the title.

THE great Dutch Tulip Bulb frenzy of 1640, the Mississippi Bubble of 1817, and the opening of Public Lands in Kansas, the Oil Fields of Texas, in 1920, and our own little flurry at Rockaway Beach furnish us reasonably accurate understanding of the Florida state of mind. And so does this old but illuminating story:

A colored gentleman down in South Georgia caught in the backspin of the boom disappeared for several days. On return he answered he had sold his houn' dog, Moses, for $500.

"Yes, sah," he chortled, "they all 'll buy anything down that country."

"If you done sold old Moses for any $500," inquired a skeptical friend, "how about them two bits you owes me?"

"We'll," hesitated the capitalist, "I didn't get so much cash for Moses."

"Thought you done said $500?"

"Yes, but they paid me in *cats*—two fine cats—each worth $250."

In spite of the cats and dogs, however; in spite of its present prosperity, Florida's future is secure.

As Roger Babson points out, Florida has (1) Sunshine, (2) Phosphates, (3) Moisture, (4) Nearness to Markets. He might well have added (5) A liberal Income and Inheritance Tax law; and (6) Leaders—promoters, perhaps, but none the less leaders—whose imagination and energy make them worthy successors to Flagler and James J. Hill.

So far as his pragmatic vision carries, Babson sums up the situation. But Ponce de Leon, Florida's first tourist, who never laid eye on a statistic, saw the Land of Flowers in its truer value.

Ponce sought, you will remember, the Fountain of Youth. And, as our United States grows richer and younger, with par in stocks less important than par in strokes; when golden sunshine and blue ocean count as much as gold dollars and green engravings—then millions of Ponce's followers will pour down from the cold cities and wind-swept acres to relax and be comfortable in their old age.

For years the wealthy, who don't particularly need it, have played at Palm Beach. From now on, the whole nation—that does need it tremendously—will seek increasingly, if not the legendary Fountain of Youth, at least the newly discovered Fountain of Youthfulness.

Nevertheless, any advertising man who has converted his Liberty Bonds and bought his ticket for Florida might do well to remember the famous advice to a young man about to kiss a girl: "Don't hurry, don't rush; take your time,—*it's there!*"

Florida is about as big as Italy. Italy takes fairly good care of some 40,000,000 people—many more than will reach Florida for a few years.

THE carpetbaggers who see this heliotropic hegira simply as a chance for quick turn in real estate, who put up a shoestring in the hope of taking home a snappy pair of patent leathers, are merely an incident. The higher they run real estate, the longer they delay the empire. Nothing in this world is so certain as that Florida lots are worthless except they sell at prices reasonable to people who will actually settle on them.

Therefore, it is, perhaps to the credit of advertising, that it has,

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Tomorrow's Business Miracles

By Floyd W. Parsons

NOT one person in ten is fully aware of the tremendous changes wrought by science in the everyday problems of people during the last century. Society at large is only now commencing to realize its fundamental dependence upon scientific work. Thousands of business men still confound science with mere theory and see little place for it in their businesses.

Folks worried about what the horse would do when the auto came. Now we have nearly twenty million automobiles in the United States and yet there are more horses than ever. Theatrical people were afraid of the movies, and now the movies are alarmed over the rapid growth of the radio.

© Ewing Galloway

Not so many years ago, it was the chief aim of the newspaper to lead citizens. Now the prime purpose of most newspapers is to guide buyers. The power of the press is being shifted. People are being directed how to buy rather than how to think. We used to talk of "educating the people," now we say that we are going to "sell them an idea." We have not only new ways, but new words as well. Instead of merely seeking the approval of the people, we now employ all the arts known to the scientific use of the printed word to overpower them.

Nations like individuals have undergone revolutionary changes. In the past, practically all of the great empires extended for a few hundred miles and lasted for a few years. Egypt was a land of fame, and yet what was it except a pyramid for the Pharaohs? Old Rome was once spoken of as the "orbis terrarum," or ancient world, but today it is a mere fringe of bathing beaches crowded with a newly developed aristocracy of American vintage.

A generation ago $10,000 was considered a large appropriation for a corporation's annual program of advertising. Today Henry Ford spends $6,000,000 yearly to tell his story; Wrigley spends $3,500,000 to popularize chewing gum; Campbell advertises soup to the tune of $1,500,000, while it costs Procter and Gamble $1,200,000 to tell people that Ivory Soap floats.

WHEN a ship is fastened to a dock by several cables, the shortest cable determines the distance the ship can drift from the dock. If we substitute nations for ships, the shortest cable that has limited the progress of a people has been the food supply. In this present age conditions have so changed that the limiting cable is mechanical power—not food or timber. The greatness of a nation today is measured by the per capita consumption of fuel and not the total population. The United States has become the leader of nations because we have developed an energy supply equivalent to 60 man-power for every person living in our land. Of greater importance than all else is the fact that this energy is available in the form of electricity at the astonishingly low cost of $4.00 per man-power year. In other words, it costs us only $4.00 to buy as much mechanical power as would be supplied by a pair of human hands employed in some vocational line for an entire year. This explains why population totals mean so little unless the people are in possession of many machines and unlimited supplies of mechanical energy. The case of China is an example in point.

Even the modern farm is becoming mechanized and may now be considered more or less of a "food factory." American farmers are now spending approximately a billion dollars a year for automobiles, and about half that sum for farm equipment. At the beginning of this year there were 500,000 tractors on farms, which compares with only 35,000 seven years ago. During the last decade there has been an increase of over 7000 per cent in the use of tractors on farms.

It is science that is banishing mystery, eliminating superstition, and doing away with the bonds of precedent. The pretty wife with a market basket on her arm was doubtless a picturesque object, but the introduction of the telephone has caused her to pass almost entirely out of American life in urban communities. The telephone shopper is replacing the pedestrian. We may lament the passing of simplicity and the expansion of our realm, but the demands of the day make it necessary for us to change with the times or fall to the rear in the race life has now set for us.

We have hardly commenced our investigations in the field of alloys. It would be a life's work for any chemist to take three common metals and carry to completion the

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THE · EDITORIAL · PAGE

Pounding, Pounding, Pounding

IF any man doubts the power of advertising, let him consider the history of the rubber heel. Only a few years ago the only pair of rubber heels worn was a pair fashioned by Humphrey O'Sullivan, a printer, to "save" his feet as he stood at the case.

Today, we are reliably informed, something over 70 per cent of the shoes produced in this country are equipped with rubber heels when they leave the store!

No brilliant stroke of salesmanship this, but the steady, almost monotonous, pounding of rubber heel advertising on the public mind.

Confusion in Brand Names

THE immense number of brand names in existence for common commodities is more and more becoming a business menace. In radio, in toilet preparations, hosiery, candy and in food articles the confusion is particularly apparent.

The Department of Agriculture has just looked into this subject in regard to butter. A survey shows that 39 different brands of butter were used by 421 housewives. Seventy-nine various brands were listed by those 421 housewives as being butter brands they remembered. A great many were confused by them, mis-spelled and otherwise mixed up especially, as is the case with so many, the names are very similar.

The result of such confusion was frequent change of brand purchased. Sixteen per cent of the housewives had used the brand now on their tables only 6 months or less, and only 8 per cent had used the same brand over ten years. Fifty per cent had used one brand 2½ years or less.

Incidentally the brand found most popular was a chain store brand; and the second most popular was another chain store brand only 6 months old, but also widely advertised.

Brands existing amid a welter of innumerable and often closely similar brands are hard to remember, and only intensive advertising can save them from oblivion. Highly original, scientifically chosen names and designs are also important in such an over-crowded field.

M. L. Wilson Defines Advertising

IT seems to us that M. L. Wilson, vice-president of the Blackman Company, contributed to the better understanding of the nature and importance of advertising when he wrote:

"By advertising I mean anything that affects the reputation of a business.

"It includes the message which salesmen carry; it includes the dress and performance of the product; it includes the method of handling, billing and other things affecting trade relations.

"In fact, advertising includes everything that has anything to do with the reputation of the business."

This definition of advertising gives point to Mr. Wilson's further statement that "Better advertising is the outward and visible sign of a better conducted business."

Lest Any Have Misunderstood

READERS will recall the discussion initiated by Charles Austin Bates with his article "What Do We Mean When We Talk About Quality Circulation?" which appeared in our issue of April 8, and which was followed by articles by E. E. Calkins, Sara H. Birchall and L. E. McGivena. In opening our columns to this friendly controversy, it was specifically stated that we did not necessarily subscribe to the theories of the various writers; that the articles were in the nature of an honest examination of one of the fundamental considerations of advertising and that we would be glad to publish articles equally candid and constructive by way of refutation.

The publishers of *The Atlantic Monthly* criticise the reference in one of the articles to a single "typical" family as regular readers of *The Atlantic Monthly*. They feel that our readers may gain the erroneous impression that we believe this single family represents the entire *Atlantic* circulation. If this impression exists, we wish to correct it.

Obviously, no one family can possibly represent the entire circulation of any periodical—any more than the Third Avenue cloak model Miss Birchall so amusingly referred to—or the "Mr. Stuyvesant" himself—represents the entire circulation of *Vogue*. It is far from the intention of this publication to cast aspersions upon the class of subscribers of any magazine or newspaper referred to either directly or by implication. We take this opportunity to make the situation perfectly clear in the interest of the writers of the various articles and all the publishers mentioned.

Why Do Manufacturers Advertise?

THE Association of British Advertising Agents is endeavoring to focus manufacturers' attention on the value of advertising and the functions of an advertising agent.

One advertisement bears the question which heads this editorial, which it answers in this fashion:

"Because they find that by advertising they can sell more of their goods and reduce the costs of manufacture. The better the advertising the greater is the increase in sales.

"The best advertising is created by specialists. Just as the manufacturer specializes in production, so does the advertising agency in selling and advertising.

"An advertising agency is a specialized organization which can bring to any problem of selling the highly technical knowledge which it has gained from selling *different* articles in as many *different* markets."

To those of us who make our living in advertising these statements seem very simple and elementary. But not all business men, even in this country where everybody is supposed to possess a certain amount of advertising sophistication, understand the underlying philosophy of advertising, and still fewer have even a remote idea of the functions of an advertising agency.

Might not a program of elementary advertising such as this one which the British agents have inaugurated be worthwhile here?

Orthoëpephobia

By Edward Pousland

Director of Publicity, American Letter Company

THE most hard-headed and mentally stable of advertising managers is not without his "pet" aversion, his particular, and peculiarly individual and wholly unreasoned "hunch." He may be endowed with great courage when it comes to weathering an acute business crisis; or he may have the hundredth man's allotment of *sang froid* in dealing with tempestuous customers. But, this same individual, his excellent horse-sense and splendid equilibrium notwithstanding, may be as timid as a child when it comes to looking out of a sixth story window. If he does suffer from this particular sort of timidity—that is to say, becomes dizzy and has an insane desire to jump out of the window—he is at once to be classified as an aërophobiac, suffering from a definite idiosyncrasy—the "fear of high places." Should he, however, scoff at the sufferers of aërophobia, his laugh may turn "yellow," as the French say, when it comes to skotophobia—the "fear of dark places," or agoraphobia—the "fear of open spaces," or again claustrophobia—"the fear of shut-in places."

And, perhaps, the most recently classified "nervous fear"—one which has become, in recent years, so alarmingly general as to call for recognition as a separate disease requiring a distinct type of psychotherapy—is "orthoëpephobia." This particular derangement has been found to be the characteristic nervous disease of advertising men just as hypochondria is the chosen neurotic affliction of middle-aged society women.

Orthoëpephobia is the fear of, or aversion to, simple, correct, polite, and grammatical language. Its onset is often gradual, but sometimes sudden and acute. The "germ" of orthoëpephobia is a psychic or mental "germ": it is a false idea, an "*idée fixe*," which develops in the minds of the patient.

Let us take a specific case. Mr. R. D. L. of the H. N. Company hired, some eighteen months ago, a new advertising manager. This new official—a "ten thousand dollar" man—was the "go-getter" type of person who had received his training in the school of hard knocks.

DURING the first few months of his employment, the new advertising manager showed no particular signs of abnormality. His allotted field was direct-mail. The concern in question had for years—with average success—been circularizing an excellently worked out list of some fifty thousand names. A yearly catalog, leaflets, occasional broadsides, and, particularly, sales letters had been used for more than forty years; in fact, "circular" letters had been used by the concern for nearly one hundred years. The general plan of yearly campaign had been laid out some thirty years previously, and since that time no radical divergence from the plan or style of copy used had occurred. Consequently, it was conceivable that an up-to-date advertising man could do a creditable piece of preliminary work by bringing the copy up to date.

The catalog, which was at the same time a sort of sales circular, had hardly varied since 1895. Its whole make-up recalled the florid ornamentation of the "eighties," the rococo period in the printing art as well as in architecture. The copy itself well characterized the ponderous elaborateness of the period, and might well have been mistaken for an excerpt from a sermon written by a mid-Victorian Anabaptist pastor. But, despite its puffiness, its self-imposed dignity and conceit which betrayed a total lack of a sense of humor on the part of the original advertising man, the copy was, at least, grammatical to a fault, perfectly balanced as to sentence structure, precise to the nth degree in the use of punctuation, exclusive, in the most absolute sense, of the use of trivial or slangy expressions. In a word, most of the copy still in use by this concern was as much out of the spirit of the present-day as would be a McKinley button or a moustache cup.

The new advertising manager, our latent orthoëpephobiac, was not the last to recognize these facts. His first piece of work consisted in the simplification, the modernization, of the copy. The first piece of copy prepared by the original copy-writer was, indeed, the first to come to the attention of the new advertising man. The "Father of the Business," its first President, had employed this copy-writer on the strength of his ability as demonstrated in a real estate advertisement which he had prepared for the personal use of this first chief executive. It follows:

"I can sell for eighteen hundred and thirty-nine dollars, a palace, a sweet and pensive retirement, on the virgin

[CONTINUED ON PAGE 62]

BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn
INCORPORATED

AN advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
Frank Baldwin
Bruce Barton
Robert Barton
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
Francis Corcoran
Margaret Crane
Thoreau Cronyn
Webster David
C. L. Davis
Rowland Davis
W. J. Delany
W. J. Donlan
Ernest Donohue
B. C. Duffy
Roy S. Durstine
G. G. Flory
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Gilson B. Gray
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Clara S. Hawkins
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Carolyn T. March
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
Irene Smith
John C. Sterling
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
C. S. Woolley
J. H. Wright

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

Advertising Men Honor Stoddart

UPWARD of 350 advertising men gathered at a banquet in the Blackstone Hotel in Chicago on the evening of Monday, September 21, to honor Charles H. Stoddard upon his completion of fifty years of continuous service in the profession. That these guests gathered from all parts of the country from Los Angeles to New York, and that many of the most prominent among them owed their starts and no small degree of their successes to Mr. Stoddard, explains more forcibly than words the great magnetism and unusual combination of qualities which go to make up the character of one of the most beloved men advertising has known.

AT Dinner given to Charles H. Stoddart. Left to right: Reverend Von Ogden Vogt, Albert D. Lasker, Gilbert T. Hodges, Ray Woltz, Frank A. Munsey, Wilbur D. Nesbit, Mr. Stoddart, E. T. Meredith, Douglas Malloch, Homer J. Buckley, Stanley Clague, J. B. MacLean

Mr. Stoddard was born in Delphi, N. Y., on January 26, 1854. He received his early education in the schools of his native town and went to New York City in 1873, where for a year he was employed by a manufacturing chemist. His first connection with advertising came in 1875 when he took the position of representative of the *Sunday School Times* and the *Baptist Teacher*. He served on these and other religious and mail order papers for several years, becoming associated with Frank Munsey in 1882 at the inception of the *Golden Argosy*, now the *Argosy-Allstory Weekly*. He went to Chicago in 1888 as western director of the Munsey company and has served in that capacity ever since that date.

At the honor guests' table sat Frank Munsey; Col. J. B. MacLean of Toronto; George M. Reynolds, president of the Continental and Commercial Bank of Chicago; Ray Woltz of Chicago; the Reverend Von Ogden Vogt of Chicago, and Wilbur Nesbit, also of that city. Mr. Woltz and Mr. Nesbit acted as toastmasters and contributed much spirited repartee to the enjoyment of the evening. The speakers included Frank A. Munsey, with whom Mr. Stoddart has been associated for forty-three years; Albert D. Lasker, former head of the United States Shipping Board and now president of Lord & Thomas; Douglas Malloch, noted Chicago humorist and poet; and Gilbert T. Hodges, advertising director of the Munsey publications. The Reverend Von Ogden Vogt pronounced the invocation, and Miss Margery Maxwell of the Chicago Civic Opera sang several selections. D. M. Lord, founder of Lord & Thomas, made the trip from New York, while Ben Levin, author of Chicago's pioneer agency men, journeyed from Los Angeles.

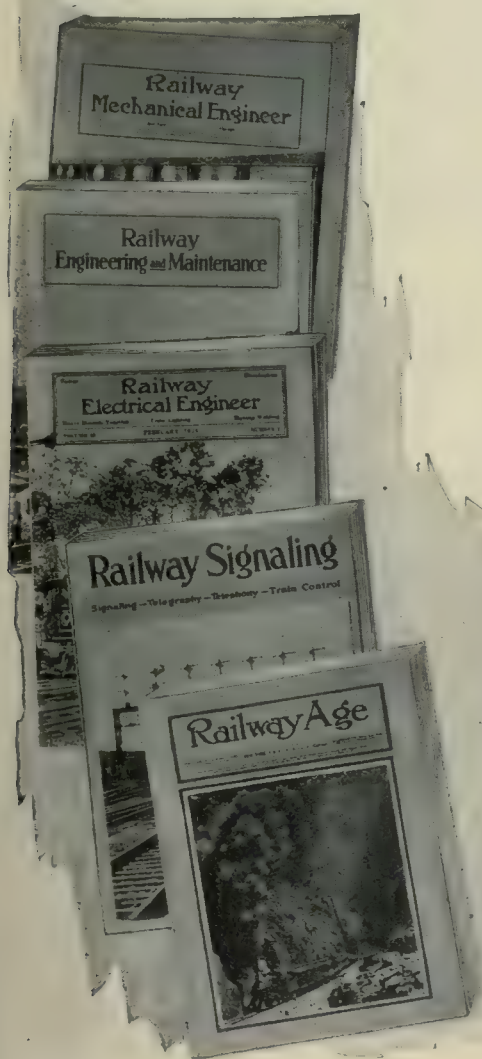
The Railway Service Unit

These Five Departmental Railway Publications

select the railway men you want to reach —the men who specify and influence the purchases of your products.

The departmental organization in the railway industry and the widely different activities make it necessary to gain the interest and confidence of each department individually. You can do this effectively through the *Railway Service Unit* for each publication is devoted exclusively to the interests of one branch of railway service.

Our Research Department will gladly cooperate with you in determining the railway market for your products



Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street New York, N. Y.

Chicago: 608 South Dearborn St. Cleveland: 6007 Euclid Ave.
San Francisco Washington, D.C. New Orleans, Mandeville, La.
London

A.B.C. and A.B.P.

How to Make Your Direct Mail More Convincing

By Richard W. Freeman

Advertising and Sales Manager, Frank E. Davis Fish Company

IN my opinion mail order advertising is, as a type, the most convincing. There is a perfectly sound reason for the super-convincingness, if I may thus describe it, of mail order advertising. It is this: *It has to be.* This form of advertising exists solely on its merits. The advertisement that attempts to sell something direct—to create interest, arouse desire, and make the sale all at one reading—*must* make good or *die.* There's no half way about it. Figures showing the actual returns are carefully tabulated. Here is the acid test of the power of the printed or written word to convince the reader that the article or service advertised will please, satisfy, and wholly repay him for his investment. The convincing features of mail order advertising are the free trial privilege, the guarantee, the statement of quantity already sold, the testimonials of satisfied purchasers, the offer to send on approval without a penny in advance.

The Free Trial

MANY of the factors of mail order copy can well be adopted by the advertiser who sells his product through dealers or agencies. Take the free trial privilege for example. The manufacturers of household appliances, office equipment, electrical specialties can afford to make the trial privilege offer a big point in their advertising copy. The opportunities in this direction are almost limitless. Last year the advertisers of four different makes of automobiles, upon learning that I was in the market for a new car, allowed me on consecutive week-ends to try out their cars just as though they were my own. No mention of the trial privilege was made in their copy—but I was finally convinced.

Use of Testimonials

IN the judicious use of testimonials may often be found the vital spark so essential to convincingness. There's nothing more effective as a sales aid than word of mouth advertising. Testimonials and recommendations from satisfied users are the nearest approach, in the printed form, to word of mouth advertising. You find a cigar you like—you tell your friends of your satisfaction—that leads to more sales and starts an endless chain of good will. So does the testimonial work. If you publish signed letters from users you have gone a long way toward convincing the reader that your product has the merit you claim.

Signatures and Photographs

WHEN using testimonials, let the signature of the user appear. Unsigned testimonials are valueless. If you are planning an "Ad" for national circulation have your testimonials from as many parts of the country as possible. Let them be widely distributed so your readers will know there are satisfied users nearby. For instance, if you are advertising shrubs or plants for gardens it would not be wise to have all your testimonials from the South if many of your readers live in the North. The plant that flourishes in a warm climate may not be suited to a colder region. Suppose you are advertising for salesmen or agents. The most convincing point you can bring out is the actual earnings of those already employed—their own statements bearing their own signatures and photographs in addition, if possible.

Phrasing the Guarantee

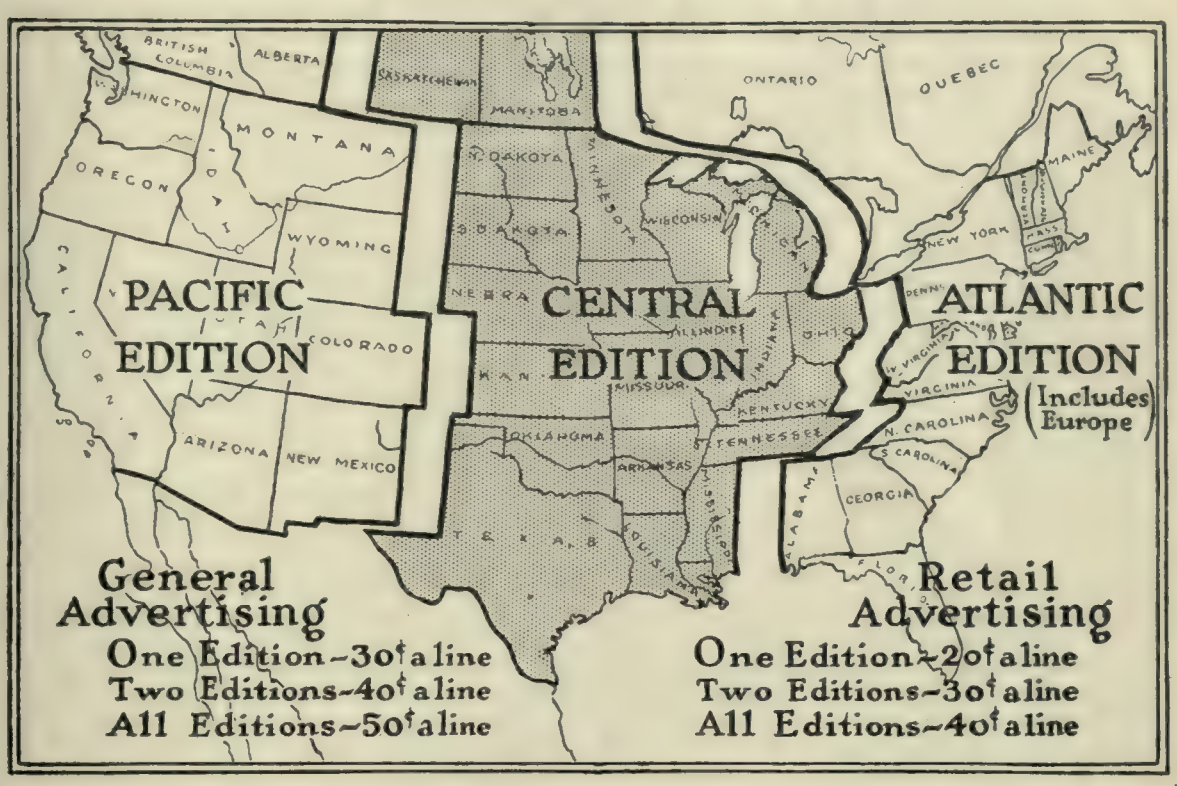
IT would be hard to find anything more definite than a guarantee to add to the convincing power of an appeal. Too much care cannot be spent on this factor, as the guarantee of a responsible house must echo the sincerity of the selling talk. It virtually says, "If the article does not make good, we will." Therefore, it is good judgment to word the guarantee as simply and plainly as possible so that the sincerity of purpose that impels the writer cannot be doubted. To illustrate my point here is a guarantee that appears on the label of every package put out by a well known food packer: "We guarantee that this package contains just what the label says and that it is a pure food product well put up and free from adulteration. If you are not fully satisfied with it, we will refund the purchase price."

Could a pledge of satisfaction be more simply stated? There's absolutely no evasion, no equivocation. Contrast this with the guarantee that is hedged about by ifs and ands—where the responsibility for proving that the article is not right is placed upon the buyer. When you have removed all risk of dissatisfaction from the mind of the prospect, you have done much to convince him of the advisability of making a purchase.

Study the Mind of the Purchaser

WITHIN the past few weeks I have begun to feel the urge of radio—I feel that I ought to have a receiving set in my home. But as I read the current radio advertising, I am far from being convinced as to what make of set I should buy. One advertiser assures me that I can get as good results with his low-priced set as I can with a far more expensive outfit, while the maker of the high priced set does not show me where the extra value exists in his article. The copy is evidently written for the confirmed radio fan who knows all about electrons, wave lengths, heterodynes and other technicalities, but not for the novice like myself to whom such terms are as so much Greek. I am confused—not convinced. A manufacturer should study the minds of his possible purchasers and endeavor to find their reactions to his proposition. After ascertaining the resistance or possible objections the copy should carry conviction to overcome them.

The Map Tells The Story



Regional Advertising at Regional Rates

Hundreds of new retail accounts, dozens of new national accounts, have come into The Christian Science Monitor since this new Regional plan was established. Monitor advertising lineage for April, May, June, July and August was 749,711 lines greater than for the corresponding months of 1924, or a gain of 44 per cent. Circulation (A. B. C. March 31, 1925), 103,062. Regional figures on request.

Ask Any Monitor Advertising Office for Information

The CHRISTIAN SCIENCE MONITOR

An International Daily Newspaper Publishing SELECTED ADVERTISING

ADVERTISING OFFICES

BOSTON
NEW YORK
PHILADELPHIA

CHICAGO
CLEVELAND
DETROIT
KANSAS CITY

SAN FRANCISCO
LOS ANGELES
SEATTLE
PORTLAND

LONDON
PARIS
FLORENCE

"BUY WHAT YOU CAN USE"

Written by Our Readers

Extracts from letters, critical and complimentary, that reach our editorial desk.

Loose Talk About Advertising

JEFFERSON THOMAS in his article "Loose Talk Hurts Advertising" has sounded a vital note. More and more on all sides of us, we hear this loose talk about the abnormal cost of advertising, and its effect on the cost of the advertised product, etc., etc. Coming many times from uninformed persons, we do not wonder so much, but when we hear mature business men, especially retailers and not a few manufacturers, talking in this strain, we are impressed with the fact that not everyone is "sold" on the idea that "It pays to advertise *intelligently*."

Careful analysis of these loose talkers develops that each one is using a *Saturday Evening Post* yardstick to measure advertising values.

I believe it is this same false idea that hinders many manufacturers from becoming successful advertisers. Many seem to have the idea that every advertising agency in the country uses this same yardstick and thus arises the "fear of the agency."

It seems to me that stringent action cannot be taken too soon to combat these false ideas about advertising that seem to hold forth in the minds of many. And I would say that not only the "Four A's," but every other association deeply concerned with the advertising profession as well as the agencies themselves, should bend their efforts toward overcoming these erroneous ideas, and the whole field of advertising and sales promotion will be the better for it.

HERBERT V. MERCREADY,
Rickard & Company,
New York, N. Y.

The Department Store Critics

IT is possible to pick out over a period of years, as the writer of your article has done, outrages on the part of those with whom he has done business. But bear in mind that on the other side, similar wrong-doing has been evidenced on the part of those from whom the department stores have purchased, and to place such in evidence would only prove that *some* manufacturers (or their representatives, unknown to them) are not dealing fairly.

An instance of ours was the finding that a ribbon manufacturer was giving us short measures continually. When proved, a refund was made, covering quite a long period, and the statement given to us was that their machinery had been set wrong. But the shortages varied all the way from half a yard or even less to a yard or more. No one would from this circumstance decide that the manufacturers with whom we deal are crooked. Of course, one manufacturer may have been.

Of course, this does not mean that there are probably more than two or three stores in the country, the management of which would not immediately discharge any department head who proved to be crooked, profit or no profit.

It has often been stated—unfortunately quite correctly—that the department managers feel more important than the owners of the business, and they do keep representatives of manufacturers waiting *unnecessarily*, apparently securing pleasure from feeling that they have that power. Such heads should be weeded out.

JOHN SHEPARD, JR., *President*,
The Shepard Stores,
Boston, Mass.

An Adopted Tar Heel Answers C. P. P.

IN our youthful days, when Micky came strutting across the railroad tracks and defiantly put his foot smack on our sand castle, there were just two things that determined what action we should take. The first was "How big?" and the second "Can he lick me?"

Charles P. Pelham in his article "We used to be"—or—"We are!" made a few remarks that causes this highly respected adopted son of North Carolina to throw his paws in the air and say "Applesauce!" In the first place Mr. Pelham is wrong when he says living is cheaper in North Carolina. At the present time living expenses are one third more here than they are in the North, and the secretary of the Chamber of Commerce will bear me out in this statement.

The cotton mills, from the information we have been able to pick up, cannot run at a lower cost than their Northern competitors. Hydro-electric power is furnished by God in the North as well as in the South. If He played any favorites at all He played the North.

The average cotton mill in this part of the South—and we have some of the largest in the country—probably won't average over 48 working hours per week in a whole year—if they do that. There are many weeks when they only work three or four days a week, and the majority of cotton mills around a radius of a few hundred miles close down entirely for two weeks every summer.

The cotton doesn't grow in the back yards of the mills. It does grow within a range of a few miles—but there is always transportation. And speaking of taxes—"Taxes is taxes." The taxes in North Carolina are just as high if not higher than they are in antique New England. Look at the government report for last year—and you will find that North Carolina isn't running far from third place.

Tradition, in our opinion, does not have any particular value in the textile industry. At this particular time it is pretty hard to single out many shining examples of where inheritance has been an aid to craftsmanship. In this day and age we move so fast that it doesn't take generations to develop a good textile worker—providing he uses his head and is willing.

New England could perhaps spare a little sand—a very little—to throw on so-called Southern competition—but from what we have noticed in traveling over New England—they would probably find rocks handier—perhaps in their back yards.

When will they stop crying *we used to be!* and shout *let's bury* 1861 *and cooperate?* We wonder.

A. S. MYERS,
Odell Hardware Company,
Greensboro, N. C.

Indelicate Comparisons

THE great majority of advertisers in the United States are just as careful to avoid offending a prospective buyer as they are to avoid infringing the Trade Mark of a competitor.

It is to be regretted that several firms, including some who certainly ought to know better, have recently joined the minority. Quite apart from the law which, in many countries including, I believe, the United States, prohibits the use of the national flag for advertising purposes one would think that an advertiser of another nationality would be most careful in this respect.

An American tobacco manufacturer is using in Canada a showcard which represents the Union Jack, the flag of the British Empire, bearing in the center a reproduction of a package of ..... cigarettes. Other firms, both Canadian and American, have seen fit to adopt the word "Sterling" together with the £ mark as their trade mark. These are by *no means isolated* cases as any U. S. tourist in other lands will confirm.

To the writer it is obvious that these cases are thoughtless actions and I have little doubt that the publication of this friendly note will remind U. S. advertisers in foreign markets that the Golden Rule is as safe a guide abroad as it is at home.

"TRAVELLER."
Toronto, Canada.

NOT WHAT COPY SAYS—BUT WHAT IT SELLS

THE advertisement that is written to be a literary masterpiece may not create a desire for the product.

The advertising illustration that is created to exhibit in the salon may not impress the millions to whom the product is to be sold.

An Interrupting Idea, basically conceived and convincingly presented, will, even in competition with hundreds of other advertisements, command attention and create the desire to buy.

At Federal, we render every service within the province of an advertising agency, but we prefer not to handle an account in which any factor of the service is rated higher than *advertising that sells.*

FEDERAL ADVERTISING AGENCY, INC.

6 EAST 39th STREET, NEW YORK

Don'ts for Copywriters

By J. K. Fraser

J. K. FRASER went into advertising immediately after leaving college. His first job was with Ward & Gow, street-car advertising in New York; next assistant advertising manager of the National Biscuit Co.; next with the Mahin Advertising Agency of Chicago; next with the Street Railways Advertising Co. of New York. He left them to join The Blackman Company, of which he is now president. He originated the famous "Spotless Town" jingles

DON'T start to write until you have the facts.

Don't start to use the facts until you separate the important from the unimportant.

Don't fix your own opinion of the value of a fact until you have tried it out on average people.

Don't try to gather all your copy ideas inside the four walls of your office. Get out, mix with the trade and with the public. You will save time.

Don't assume that all your useful copy facts are bound up in merchandise. Some of the most successful advertising campaigns talk mainly about the service behind the product.

Don't miss taking in an occasional sales convention. It will stir up your thoughts.

Don't overlook the problems of the advertiser's sales force. They may furnish the vital clue to your advertising.

Don't expect an engineer to be lucid. Keep patiently at him. In time you will discover what he is driving at.

Don't assume that your reader is sitting before you in a buying frame of mind. He may be half asleep. He may be worrying about his own troubles. In either case, you will have to hook him hard with some quick point of interest.

Don't fail to make a special study of headlines. The headline makes or breaks many an advertisement.

Don't imagine that a short text solves the problem of getting a reading.

Don't forget that the public is chiefly interested in its own troubles.

Don't talk about your product as if it were in the factory. The public won't go there to see it.

Don't talk about your product as if it were in the retail store. So long as it is the dealer's property, it won't give the public much service.

Don't forget that the product's real advantages come out in use. Talk about your product when in use.

Don't fail to bring out the virtues of your product in meeting some trouble common to your possible buyers.

Don't leave your product to prove its own case in use. In many lines only an expert can tell the good from the bad. Explain the merits which are not obvious.

Don't expect your public to read successive advertisements, unless each in turn contains some fresh bit of interesting information.

Don't expect "delicious" to sell candy. Almost any candy is delicious.

Don't expect "warm" to sell overcoats. Almost any overcoat is warm.

Don't expect "becoming" to sell hats—half your readers will know it is hopeless.

Don't talk too much about what your product is. What it does is more important.

Don't imagine that your reader had never heard good claims about articles similar to yours. Choose a line of thought which will reawaken his tired interest.

Don't address your message to the thin air. Talk to real people.

Don't let familiarity with your subject lead you into technical terms which the green reader doesn't understand.

DON'T get discouraged when the ideas fail to flow. Keep on trying. The happy thought may wake you up in the middle of the night.

Don't exaggerate—unless you are willing to plant mistrust.

Don't whine. State the facts and trust to the reader's sound judgment.

Don't figure that any product of itself makes a tame subject for advertising copy. A good writer can put a thrill into the nebular hypothesis.

Don't assume that people won't read long advertisements. Rather admit to yourself "I don't know how to be interesting."

Don't imagine that any combination of words will take the place of a real thought.

Don't look down on rhetoric text-books. They hold many valuable practical pointers on force, clearness and precision.

Don't fall back on the word "best." It's a sign you are slipping.

Don't consider your job finished when you have brought out the merits of the product. Make your reader like the company which offers it.

Don't convince your reader and leave him guessing at where he can buy.

Don't lay too much stress on the value of a trade-mark figure. By the time it gets established, it is liable to give a chestnut flavor to the whole advertisement.

Don't work too hard over a trade-mark style of lettering for your display line. The trade-mark style will never make or break a campaign.

Don't waste too much time over slogans. Most of the notable advertising slogans cropped up as happy phrases in copy. Few have sprung out of cold-blooded thinking.

Don't agonize over a distinctive type for your text matter. If it is too distinctive, it will hinder a reading. If it is legible, its individuality will be scarcely noticed.

Don't quarrel with the artist. If you reason with him, he will come around—or perhaps he is right. Give him a chance.

Don't take too seriously the criticisms of the star salesman. If you want to see what he really knows, ask him to write an advertisement for you.

Don't put the advertiser in a position where he sits in cold judgment on your copy. Make sure you are mentally together before he looks at the words.

Don't become hide-bound by rules—even these.

Reprinted from "Masters of Advertising Copy," compiled by J. George Frederick and published by Frank-Maurice, Inc., New York.

Are You Going?

Knowing the National Industrial Advertisers Association—their thoroughness in discussion and their ability to arrive at facts—we urge you to attend the October Convention at Atlantic City. You will, we are sure, be well repaid. You will come away with new viewpoints, ideas and the pleasure of having met and heard the leaders in the profession of Industrial advertising.

THE IRON AGE indorses the Convention and recommends that all attend it who are in any way connected with Industrial advertising.

Charter Member
A.B.C. A.B.P.

NATIONAL INDUSTRIAL ADVERTISERS ASSOCIATION

For You Who Sell Technical Products

NIAA Convention

Hotel Chalfonte

Atlantic City

Oct. 19-20-21

A Club Which Grew Out of a Cook Book

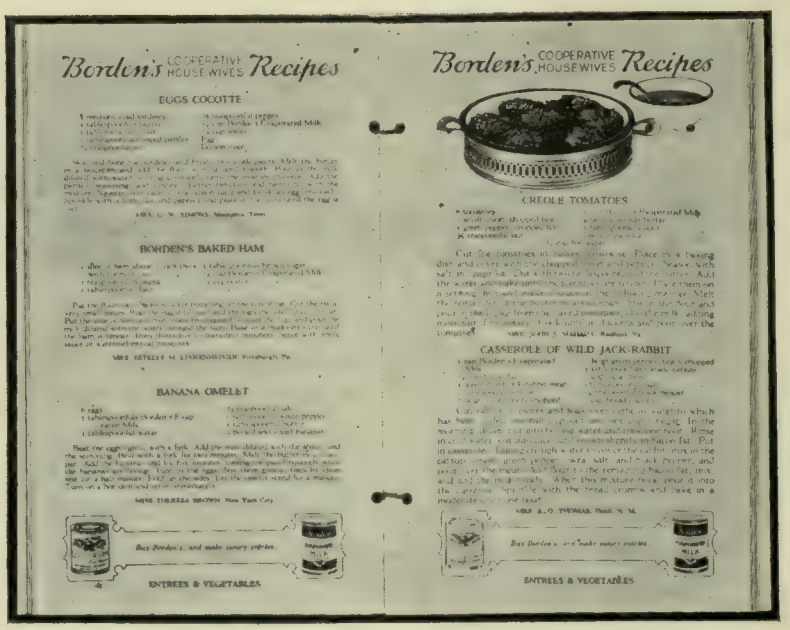
[CONTINUED FROM PAGE 22]

generally. Then came the Question column, in which queries from members were put and answered. Where the answer wasn't available at headquarters, the question was thrown open to the club, and much interest and information developed. Finally, the feature which gave a real thrill to members in the Corn, Wheat and Cotton Belts—"In the New York Shop Windows." This was just what its name suggests, and was made up of fashion hints for Mother and the children, the latest motifs in decoration, and other like emanations from the center of things smart and fashionable.

The Bulletin was a success from the first issue, and developed such a staggering amount of correspondence, that the staff was at first put to it to take care of it all.

The "Staff" consisted of a Club Secretary, permanently named Jane Ellison to provide for possible personnel changes, and various Domestic Science Agencies and Experts with whom she got in touch for technical information when stumped. Jane Ellison wrote and signed all Bulletins and took care of such correspondence as couldn't be handled by general publication. This correspondence grew to voluminous proportions, but much of it was taken care of by form letters and by the monthly Bulletin. Members were urged to write to the Secretary for advice on all their household problems, for in this way a great deal of fresh material was secured, and the Bulletin was made a live and valuable publication.

The privilege of competing in the recipe contest was not, of course, a very exclusive one. Once a contest is decided on, the more entries the merrier. So the members were given advance notice, and in the magazine copy the thought was phrased in such a way as to invite competition from non-members. When the contests had been decided, the winning recipes were attractively lithographed on punched paper, profusely illustrated in color, and sent to all members and other participants. Every effort was made to make the contest unusual. Cash prizes were offered, and the subject of the contest was never just recipes. One year, for instance, ten equal prizes were offered, one each for the best recipe in ten different types of dishes —soups, entrees, salads, desserts, etc. Last year there were five prizes, awarded for the following complete menus: a luncheon for three; a family dinner for five; a Sunday Night supper for eight; a children's party for ten, and a church supper for one hundred. Entries for this contest broke all records, and to date the demand for the prize-winning menus is well beyond any past return.



THE Borden Recipe Club does much to solve the problems connected with the issuing of cook books. Life membership in the club costs but 25c, and for this the members receive loose leaf cook books which are supplemented by monthly bulletins containing valuable information and the prize winning recipes of the annual contest held by the club

Here, then, were the facilities and privileges of the club and all we needed was members. They were advertised for in a small list of women's magazines, and the first ad pulled over 5,000 quarters. That's a good deal of money when you consider the fact that the same magazines used were full of offers, for all manner of cook books *free.* It convinced the Borden Company that the idea was sound, and worth pushing hard.

Between 15 and 20 thousand members were secured in the first magazine schedule. After the first ad, the offer was carried only as a special paragraph in the regular copy, and returns naturally were small compared to those from the exclusive Recipe Club advertisement.

We began, therefore, to build up the membership by direct solicitation in those parts of the country where we considered that we needed the work most. The salesmen took memberships when they put on Saturday sales in the retail stores. Demonstrators did the same, and food shows added still more to the total. We were using house-to-house canvassers in several sections, and we put these to work on the Recipe Club. It worked out beautifully here, because it gave the canvassers something real to talk about, and instead of calling and handing out a free can of milk, they were able to place a real piece of selling literature, and to collect a quarter for it in addition.

When the membership began to mount well over 100,000, we felt that for the time being it had gone far enough, so we stopped pushing. We aim to keep it at about that mark.

Now where did the Borden Company come out on the financial end of the proposition? Obviously we

WHO *is the American Machinist?*

He is the man (1) who owns or manages a plant specializing in the manufacture of one or more metal products; (2) or who designs and executes the plant layout for producing the product or products; (3) or who designs the tools and supervises the methods to be employed; (4) or who designs the metal product to be manufactured; (5) or who superintends machinery repair work in industrial plants.

He reads the advertising pages of

American Machinist*

to keep in touch with new methods, tools, equipment, apparatus, machinery and raw materials that will best help him fulfill his responsibilities.

**American Machinist* is a McGraw-Hill publication reaching the production men of the metal-working industries. Member of A.B.C. and A.P.B.
Published at Tenth Avenue at 36th Street, New York

were contracting to deliver a good deal of fairly costly service for that quarter.

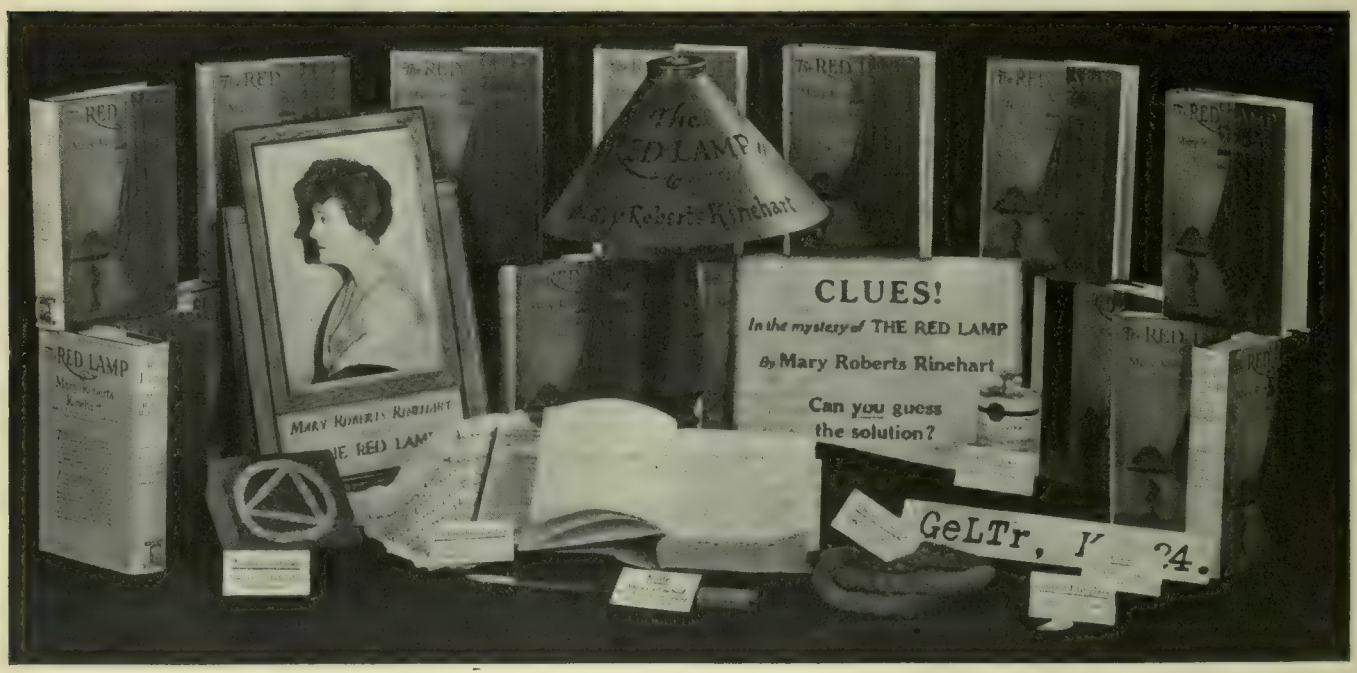
To start with, the book cost us a little less than 20c., landed in the member's kitchen. The Bulletin was a simple, four-page, black and white affair, costing about 3c. per member, mailed. The prize-winning recipes, lithographed on punched paper, cost another 15c. delivered, per year. We gave away $1,000 in prizes annually, which figured, last year, 1c. a member.

The secretary was a member of the advertising department and did other work, and her cost was absorbed in general overhead. The magazine advertising was mighty good general publicity and would have been run anyway, so that isn't a legitimate charge against the club.

So, for a cost per name of less than 50c. a year, the Borden Company built up and is maintaining as fine a mailing list as is to be found anywhere. It isn't an ordinary mailing list, in any sense of the word. In the first place, the "names" have each paid 25c. to get on. That certainly indicates interest in the club, and good-will toward the company. Next, these women really feel that it is a privilege to belong. There are thousands of them who don't now and never will belong to any other club—and this membership makes them truly "club-women." There's a big kick in that. Again, they are never allowed to lose interest. The Bulletin takes care of that. Something helpful goes out to them every month. Every year they receive a bunch of attractive recipes which arouse new interest in the Borden Cook book, and gets it into use.

Of course, the test of this is in the results. Every little while we want to know something about the use of our products in the consumer's home. If we send a general questionnaire to telephone users we'll be lucky to get a five per cent return, and then many of the replies won't be usable. We can get what we want by a house-to-house canvass, but that costs real money. So we pick our localities, and send out a special letter to members on club stationery, and have no trouble at all in getting back 25 per cent replies. And they're all intel-

[CONTINUED ON PAGE 51]



Can You Solve the Mystery?

IT is pretty generally understood that one of the many peculiar things about human nature is that almost everyone believes that he would make a great detective. The George H. Doran Company, Publishers, has taken cognizance of this strange quirk in the human makeup and has played up to it remarkably well in the window displays which they have placed in the various shops where Mary Roberts Rhinehart's latest thriller, "The Red Lamp," is on sale. The windows of these shops contain the customary careful arrangement of copies of the book and the usual advertising literature accompanying it, but here the adherence to ordinary book advertising tradition ends. The book is given the illusion of reality and the detective zeal of the prospective purchaser is aroused by placing in the window various objects—all tagged in the true police fashion—which might be clues to the mystery set forth in the book: a bit of twisted rope used to bind one of the characters, a can of ether found in the inspector's car, a knife discovered behind a dresser, an unfinished letter found in the desk of one of the victims, the mystic symbol always left behind by the criminal, a mysterious message in code, and a broken eye glass found under a culvert. All of these tend to react upon the passer-by as if they were exhibits of objects concerned in an actual crime. The book thrusts itself on his attention and says, "Here are the clues. Can you solve the mystery?"

The advantages of this method of advertising books are manifold. The window display, because of its departure from conventional forms, demands attention, besides lending reality to the book and arousing the "detective instinct" of the prospective buyer by placing the clues so graphically before him.

At Mrs. Fort Mitchell's

where the New South blends with the Old

Sixty years ago. . . . A big, white-pillared house, its dining room ablaze with lights. Guests around a gleaming table; and at the head, in silk and lace, the hostess—the first Mrs. Fort Mitchell.

Today. . . . A Dutch Colonial, set in a landscaped lawn. A low-ceilinged dining room; the faces of guests framed in soft candle light. And at the head of the table, in a gown after Poiret, the hostess — the Mrs. Fort Mitchell of today.

Two scenes, different, yet very much much alike. For in Mrs. Fort Mitchell's home, the old is ever present with the new. There is a radio in the library and a sedan in the garage—but there is old-fashioned "Blue Grass" hospitality everywhere.

And to Mrs. Fort Mitchell's busy social life are added many other interests—her name is prominent in the club news of The Enquirer. Nor does she fail to see it there. For The Daily Enquirer is a regular guest at Mrs. Fort Mitchell's breakfast table.

Naturally, Mrs. Fort Mitchell is not one woman, but many. In her community are 147 residence buildings; here, 116 Enquirers are delivered daily.

In short, Mr. Advertiser, you have here, thorough coverage, backed by The Enquirer's traditional prestige and the fact that this paper is home-delivered before the shopping trip. An unbeatable advertising combination! Use it!

N.B. This advertisement is one of a series appearing as a full page in The Enquirer Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.

A. I. KLEIN
New York Chicago

R. J. BIDWELL CO.
San Francisco Los Angeles

THE CINCINNATI ENQUIRER

"Goes to the home, stays in the home"

THE 8-pt PAGE

by Odds Bodkins

IN the June *Century* Glen Frank reviewed *The Travel Diary of a Philosopher*, being the account of Count Hermann Keyserling's world travels. In the course of his review he said: "According to Count Keyserling, just as our bodies do not grow indefinitely although we constantly feed them with food, so our minds do not grow just because we constantly feed them with new facts. A time comes when we stagnate mentally and spiritually unless we contrive to penetrate to the inner meaning of our facts. Of course, there is nothing new here: it is the ancient distinction between knowledge and wisdom. Knowledge is a matter of facts; wisdom is a matter of understanding."

Heretical as the admission may seem, I have been convinced for some time that in advertising, and indeed in business generally, we have been smothering ourselves with information, facts, and knowledge. Personally, I have for some time been gagging on these things, without exactly realizing why. But now I know: I have been craving understanding, and quite unconsciously I have been reading and listening and observing with a new and different purpose.

It strikes me that the quality that makes the FORTNIGHTLY "different" is this same pursuit of understanding.

—8-pt—

Sinclair Wood, with whom I dined delightfully one evening in London last year, made a speech on market research at the recent Harrogate Convention. In his introductory remarks he said something beside words: he put his finger on a truth about market research. I quote:

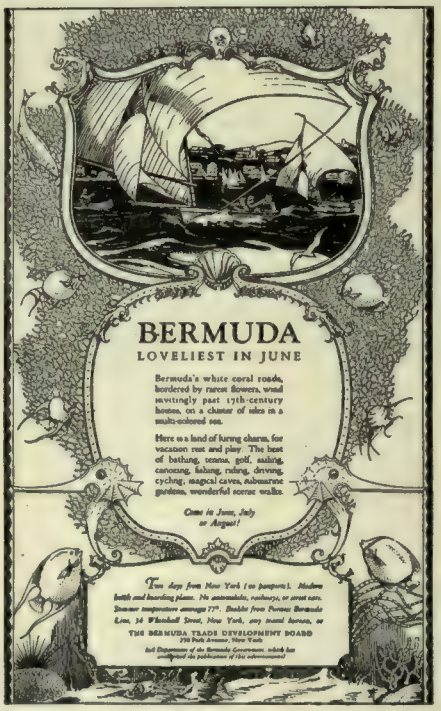
"I am going to treat my subject in a simple and very elementary way. That may be partly because I am unable to rise above the simple and elementary, but I have at least one other very good reason. It is that I feel the reason for the comparatively slow adoption of scientific market research by business is that the principles, the methods, and the benefits of market research have been explained to its potential user in terms that are too redolent of the laboratory or of the statistical thesis. Most business operations are fundamentally simple; most business men are consequently simple, and they must have a thing explained to them in their own terms. I feel that too often we talk about 'quantitative analysis' when we should say 'how many'."

Speaking of market research reminds me of a letter I received yesterday from another English advertising man, in which he observes in passing:

"What I find amusing to speculate on in connection with the increasing strength of market research, is what the agencies are going to develop into over here. There seems to me to be a real tendency to divorce the creative work of advertising from the placing, and I should rather like to believe that in 50 years' time, the two will be entirely separate."

—8-pt—

Seldom have I seen a series of advertisements which more effectually reflects the spirit of the product or place advertised than the ones being put out by The Bermuda Trade Development Board, of which this is one, very much reduced.



The border, the central illustration, the copy, the typography, all combine to express Bermuda. And the plates will print in a newspaper, too.

—8-pt—

I guess I have done my share of smiling over the idea of "Milk from contented cows." I have called it bunk. But this morning I happened to be glancing through a 1916 Bulletin of the University of Wisconsin and came upon this: "Dairy cows must be kept quiet and never hurried or worried. Rough treatment, loud talking, and chasing by dogs will diminish both the flow of milk *and its richness*."

Perhaps all Carnation cows are not contented; but at least this advertiser has science on his side. I hereby apologize publicly for a skepticism I have felt privately!

—8-pt—

Last week in Chicago I paused to jot down this copy from an outdoor painted sign on Michigan Avenue, on which a red brick house of substantial portions was pictured:

> $222.14 was the cost of heating this home with GAS last Winter. Ask us what it would cost to heat your home with gas.
> The Peoples Gas Light & Coke Co.

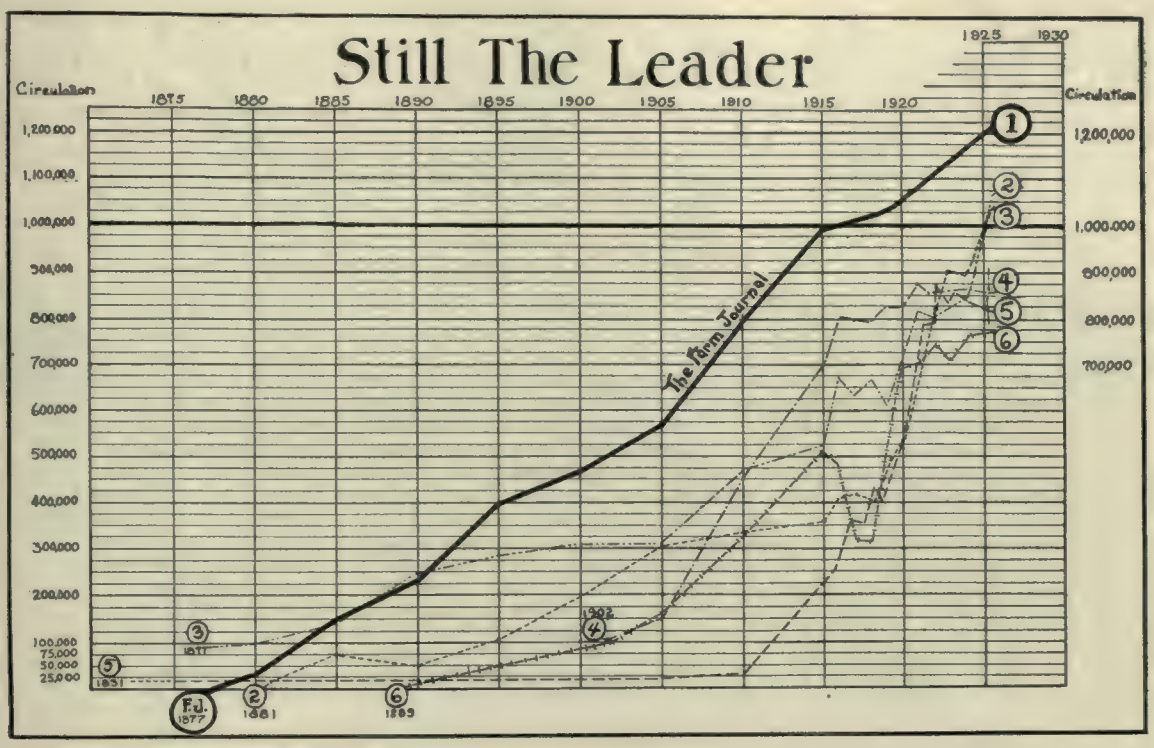
I wonder how many thousand other men who never gave a thought to heating their homes with gas will bump into that $222.14 and begin to figure out how much their last Winter's coal cost, as I did. By the time I had reached the bridge I discovered that I had given myself quite a complete canvass on the advantages of heating a home with gas. Such is the power of the specific!

—8-pt—

A. M. Hammond, of The Whitlock Coil Pipe Company, of Hartford, Conn., presents a picture for which he would like a title. He writes:

> Dear Odds Bodkins:
>
> Just noted your story of the collie with his clever appeal for sympathy while in transit.
>
> Brought to mind my prize railroad station experience of a few weeks ago when I was sitting on the same settee with two girls, both in their early twenties. No. 1 was dressed like a girl who had gone through college with a craving for an education (you know what I mean?). She was busily engaged reading in *Harper's* (I believe) an article entitled "Wash-tubs and a Woman's Duty." No. 2 was dressed in "what they're all wearing" and had shown good taste in her selection, too. She was just as busily engaged in reading but her text was "Directions for Use" as written by a well-known soap powder manufacturer and printed on the back of his package! Strikes me there is some suitable title for this picture!

Here indeed is meat for the Title Hounds! Who can suggest the best title in seven words?



Still the Leader

Founded in 1877, The Farm Journal started immediately upon its rapid rise to foremost position in the farm paper field.

Back in 1890 it established a definite lead over *all* other farm papers which it has maintained by a wide margin ever since. Moreover, this leadership has continued through uniform growth—and not through spasmodic expedients.

You'll find no verticals or horizontals in The Farm Journal's circulation curve—but a seasoned circulation with a sustained rate of increase that makes The Farm Journal the most certain advertising value in its field.

The Farm Journal

first in the farm field

PHILADELPHIA NEW YORK CHICAGO BOSTON SEATTLE SAN FRANCISCO LOS ANGELES

Do You Really Need More Money in Your Business?

[CONTINUED FROM PAGE 20]

it became evident that the working capital which had been ample when sales were smaller was tied up in accounts receivable and there was nothing left with which to meet payrolls and to pay for raw materials.

IN other cases the idea is to tie up the money in "bricks and mortar"—factory buildings and equipment—to turn out the goods which the sales department rightly thinks it can sell.

If the increase in sales is reasonably certain to be permanent, it is wise to spend money provided the money can be obtained on safe terms. If there is any considerable chance that the bulge is only temporary, bear in mind that about the most expensive luxury in the world is an idle factory. A boarded up Fifth Avenue mansion and an ocean-going yacht in commission represent mere pin money in comparison.

About the most painful experience a business man can have is to be forced to refuse orders, yet some highly successful concerns regularly do it — the Knox Hat Company as an example.

Fletcher Montgomery, its president, keenly appreciates the danger of over-expansion and he realizes acutely the close connection between finance, selling and production. He is expert in managing the finances of his company, and by that I do not mean that he is merely adept in getting his notes discounted. On the other hand, I happen to know that his company has never, under his management, borrowed up to the limit of its line of credit.

Montgomery makes it an absolute rule that at least once a year all notes must be cleaned up. It is failure to do this that gets concerns into bad odor with banks and, in time, into the bankers' hands.

At the beginning of each year the officers of the Knox Hat Company estimate what the sales for the next year will be. Based on this the entire financial operations for the year are laid out on paper month by month. These figures include the cash on hand the first of each month, the expenditures for materials, advertising and payrolls for each month, the borrowing that will be necessary, the loans that will be paid off each month and the month's collections.

Since this plan has been in effect the forecast has been lived up to within about one per cent, and the company has always been able to pay off all notes on the last day of December.

To do this it has been necessary to refuse all opportunities to take orders in excess of the quota. Once when business turned out to be much better than expected and salesmen sent in larger orders than usual, the men were instructed to cut down the size of their orders.

At another time the sales department saw an opportunity to open up a new western territory provided they were allowed to spend a couple of thousand dollars in local advertising. Montgomery refused, but said he would allow it next year. He would not allow expenditures which would endanger the cash position of the company in the least, regardless of the fact that paper profits would be increased.

His policy is absolutely sound. Increased sales mean more money spent for materials, and working capital tied up in accounts receivable which must be made up with borrowing. Although the operating statement for the year would show more money made, the money would not be in a form which could be used to pay off notes. Bankers won't accept hats as legal tender —and neither will workmen.

WERE this company to follow the usual policy of considering every chance to expand as a heaven-sent blessing it would be forced to secure additional permanent capital by selling stock—which might mean that the present owners would have to give up control—or by floating a bond issue which would saddle the business with heavy fixed charges which would have to be deducted from the profits that would otherwise go to the stockholders.

When an expansion policy is decided upon, based upon a thorough study which has shown it to be sound, additional capital will of course be needed. It does not, however, always follow that recourse must be had at once to the money lenders.

It is well first to look within the company to see whether the expansion cannot be financed from the inside. And by that I do not mean to see whether the employes can be inviegled into becoming part owners on some semi-charitable plan.

One concern of which I know made so good a product and used such skill in advertising and selling that not to have filled the orders which were easily obtainable would have been downright foolish. Yet to do so necessitated a new plant, which would have cost $3,000,000. The money could have been obtained, but only at an extortionate price.

An engineering survey of the plant showed that production with the existing equipment could be increased only slightly. But the study did show that for the amount of the product which left the plant there was an undue amount of goods in process. Roughly $4,000,000 of the company's cash working capital was in the form of semi-finished parts which were waiting to be moved to the next operation, or were in the assembly room waiting for some other part—often something as insignificant as a ten cent spring—without which it could not be shipped.

The trouble was that the planning of production was poorly handled. When proper methods were put in to control the flow of work the same production was handled with a goods in process inventory of only $1,000,000.

To all intents and purposes this concern swept up from the floor of its factory the $3,000,000 which it needed to build its new plant.

The goods in process inventory is often thought of as material only. Actually, of course, it is money which if released could be used for any of the functions for which money is needed in business. Most concerns let this account swell to proportions far greater than is necessary.

I have often seen large sums released from the finished stock room. When too many sizes and varieties of product are made large stocks must be carried to insure prompt shipments. The policy of simplifying lines has released millions of dollars of working capital for use where it can be of more real service to industry.

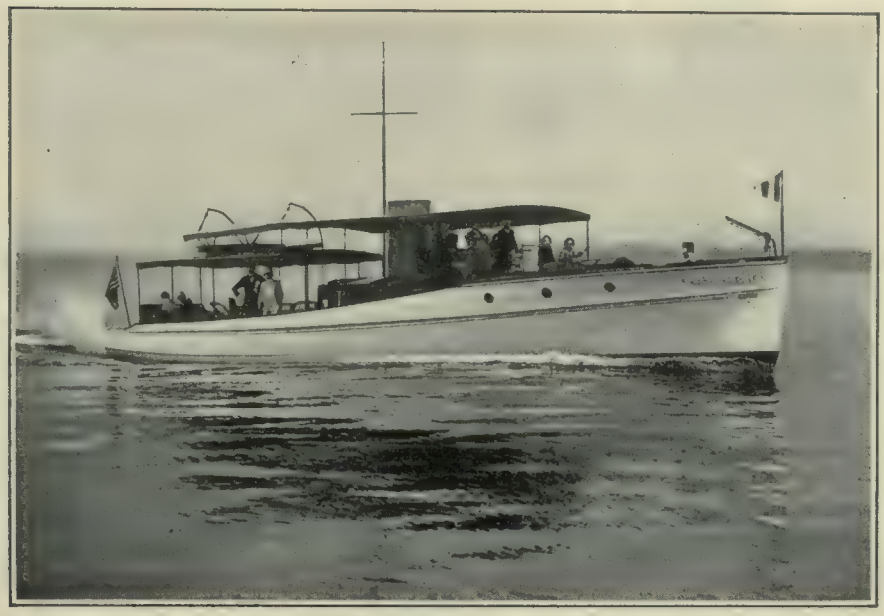
THERE are two ways to set free the large sums which are too often tied up in raw material stocks. To simplify the lines is one way. Another is to accept the present policy of hand to mouth buying with thanksgiving instead of with ill-concealed discontent. Some far-sighted manufacturers have discovered that this new trend in business has enabled them to get on a year round production basis that was never possible when they had to turn out at top speed large orders at the beginning of a season and lie idle for several months until another season came around.

They are now able to use the full capacity of their plants all of the time and as a result can take on more business—to expand, that is—without having to raise money with which to build another plant which would be used only a part of the time.

We think too much of the place which money holds in business, be-

PHOTO-ENGRAVING

Speeds Power Boat Sales!



Photograph by Morris Rosenfeld of "The Barbara" owned by E. O. Gould of Truly Warner Co.

HOW BUILDERS OF SMALL CRAFT MAKE THE PORT OF SUCCESS TOLD BY JAMES WALLEN

EVERY stretch of open water in America is now a speedway. The power boat parts the water as the motor car cuts the wind—and youth is happy.

The builders of fast craft have made a dramatic appeal to the young folk of the nation. And the comfort they stow into the hulls has won the favor of the older generation as well.

Pictures of power boats in action in the public prints have caught the imagination of the people and sent it down the rivers into the lakes and the seas.

Liberal advertising plans have included plenty of photo-engravings, picturing cruisers and commuters and other types of speedy craft. The story of the power boat "in picture leaves nothing untold."

The American Photo-Engravers Association have organized the industry along the lines which make it of service to all that is progressive and constructive in American business.

The credo and code of the Association is presented in a booklet, "The Relighted Lamp of Paul Revere," which is supplied by members everywhere and from the general offices at Chicago.

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

Copyright, 1925, American Photo-Engravers Association

The final results in marketing

A SINCERE study of any selling problem indicates invariably a definite need for direct advertising. And invariably where the need is indicated, there is no suitable substitute for direct advertising.

To be as strong as any other link in the merchandising chain, direct advertising cannot be disposed of lightly or superficially. Specific tasks are assigned to it. And upon the completion of these tasks often rest the final results of a whole selling effort.

The execution of direct advertising is the business of Evans-Winter-Hebb. This organization knows direct advertising for what experience has shown it to be—the indispensable means of doing certain work that no other form of advertising can do so well.

That is why Evans-Winter-Hebb is organized to plan, to prepare and to produce direct advertising uncommonly well.

EVANS-WINTER-HEBB *Inc.* Detroit
820 Hancock Avenue West

The Evans-Winter-Hebb organization has within itself complete facilities for the planning and production of direct advertising and other printing: Analysis Plan · Copy · Design · Art · Photo-Engraving · Letterpress and Offset Printing · Binding · Mailing

cause, quite properly, we are all in business for money. We want to take money out of the business, but it is well to remember that as soon as we put money into a business it immediately becomes something else. It is by watching this something else and seeing that there is not an undue amount of it and that what there is of it keeps moving rapidly that we can reduce the amount of money our businesses need.

I hope that no banker or underwriter will gather that I believe that they should be put out of business. Far from it. If the suggestions I have made in this article should be universally adopted by business men, Wall Street would perhaps float fewer security issues, but by the same token it would less often be left holding the bag. I advocate only policies of finance which in the end will be most satisfactory both to the borrower and lender.

Thomas H. MacRae

Has resigned as president of the S. E. Hendricks Company, Inc., Chicago, publishers of *Hendricks Commercial Register*, and as vice-president and general manager of MacRae's Blue Book Company.

Ajax Advertising Company, Inc.

New York, will direct advertising for Charles S. Cash, Inc., same city, operators of a chain of twelve nut stores.

Brooke, Smith & French, Inc.

Detroit, will direct advertising for the Paige-Detroit Motor Car Company, same city.

Allen H. Seed, Jr.

Formerly vice-president and advertising manager of the Weekapaug Beach Company, has become associated with the Wm. J. Morton Company, newspaper representatives, New York.

Chester H. Jones

Formerly advertising manager of The Apex Manufacturing Company, Cleveland, has become associated with The Penton Press Company, same city, where he will have charge of the special service department.

Marshall D. Beuick

Has been appointed by the National Association of Credit Men as public relations manager of its credit protection department to expand the association's publicity program.

Harry W. Alexander

Vice-president of the Esda Manufacturing Company, New York, has been elected vice-president and treasurer of the newly organized Business Ability Institute, Inc., New York. The institute will operate nationally, selling by mail and salesmen the Sherwin Cody educational courses in the business field.

Rogers Flynn, Jr.

Has resigned from the Curtis Publishing Company to return to *The Industrial Digest* as advertising manager.

Keeping the Farm Trade at Home

[CONTINUED FROM PAGE 25]

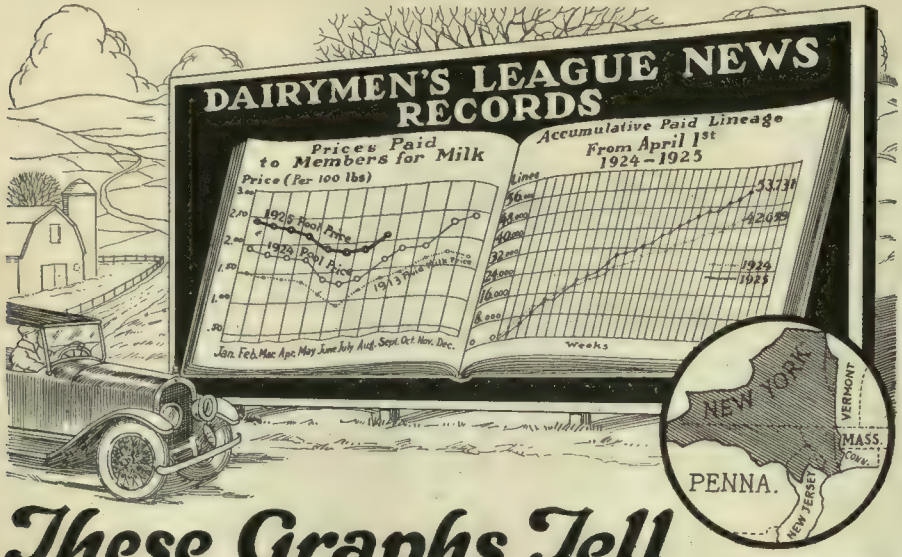
much money went out of the county. To their amazement, the sum was found to be $1,000,000 a year. The mail order houses got a considerable share of this, but neighboring counties got a lot too. They suppressed their findings, and set to work to "clean house." They brightened up their stores, used more local advertising and got up some speed. They also began some propaganda. Women's organizations were addressed, showing how their own best interests demanded that all possible trading be done in their own county. The women's organizations had been clamoring for public improvements, and it was shown them how volume of local trade determined taxes available for improvements. The churches were interested, and so were the other divisions of the chamber of commerce. The agricultural division held a special luncheon, and exhibits of home-manufactured products drew local manufacturers into the picture. The Farm Bureau was also active. One part of the disappearing million dollars was for wild-cat stocks, and the local newspapers and bankers got behind a drive to stop this leak. Fake stock salesmen were driven from the county.

HOW far below standard some of these rural dealers are comes to light when a particularly outstanding rural dealer is pictured. Take for instance Garver Bros., in Strassburg, Ohio, which is now credited with being the largest country store in America, doing a business of $1,000,000 a year in a town of 1100 people! The town is not on a main line railway, and is in no sense a singularly situated town. *But*, the Garvers use newspaper advertising, billboards and even have a store paper mailed twice a week to customers 25 to 35 miles away. There is not even a newspaper in Strassburg, but advertising is used in Canton, 26 miles away, in Massillon, 16 miles away, and in two other towns covering eight different counties. Garver spends two days a week traveling around his sales zone meeting his customers. "Keep ahead of your community" is his motto.

The keynote of the rehabilitation of the rural dealer is quite obviously that of advertising and tieing up with nationally advertised goods. The nationally advertised goods at standard prices are the rural dealers best friends. The chain stores are becoming less formidable all the time, for they, too, like the department stores, are finding it increasingly impossible to cut prices on standard nationally advertised goods or do without them and sell private brand goods. The national advertiser owes special aid to and interest in the rural dealer in this struggle, for the rural markets have not had the cultivation for advertised brands which city markets have had.

—and right abreast of its remarkable growth of circulation the Detroit Times is piling up some unusual records in the growth of advertising—

local
national
classified



Area Comprising "The New York City Milk Shed"

These Graphs Tell a Success Story

Increased Buying Power is Reflected in Larger Lineage

SINCE January, 1925, the graph showing the pool price of milk received by the members of the Dairymen's League has kept consistently above the 1924 graph. During the last few months the gain has widened noticeably. This indicates larger monthly milk checks and increased buying power on the dairy farms of the "New York City Milk Shed."

Buyers of advertising space have been quick to cultivate this rich field. Schedule orders have poured into the office of the Dairymen's League News in steadily increasing volume. On September 1st, 1925, the cumulative lineage for the fiscal year (from April 1st) stood at 53,731 as compared with 42,659 for the corresponding period of 1924. This gain of 25.9% shows the increasing confidence which buyers of advertising have in the Dairymen's League News.

Nearly all of the big dairy advertisers are represented, also several well-known manufacturers of heating equipment. The latter illustrates the steadily rising standard of living among Dairymen's League folks. Mr. and Mrs. Dairylea have progressed from the stove to the furnace; from the old oaken bucket to the modern water system; and from the top buggy to the well-appointed sedan.

There is just one sure way of reaching these prosperous people, and that is through the columns of the paper which they themselves own and publish—The Dairymen's League News. In spite of the increased buying power of its readers, the line rate remains at the 1924 rate—50c. It's a better buy than ever.

A request will bring you Sample Copy and Rate Card.

NEW YORK
120 W. 42nd Street
F. M. Tibbitts, Bus. Mgr.
O. E. Everett, Adv. Mgr.
Phone Wisconsin 6081

DAIRYMEN'S League NEWS

CHICAGO:
10 S. La Salle Street
John D. Ross
Phone State 3652

"The Dairy Paper of the New York City Milk-Shed"

What Are Unfair Business Practices?

Recent Decisions of the Federal Trade Commission Condensed for Quick Reference

FRUIT—A New York concern selling grapes in carload lots to purchasers throughout the United States is ordered to cease and desist from using in any way the present trade name under which they are operating. This name, it has been found, is identical to that of a bona fide cooperative non-profit organization located on the Pacific Coast which has been the recipient of many complaints emanating from purchasers who have been misled by the similarity of the two names.

FISHING TACKLE—It has been ruled by the Commission that a concern of Dowagiac, Mich., which manufactures fishing tackle of all sorts, discontinue certain of its trade practices which the Commission has found to be unfair methods of competition. The respondent has been found guilty of reducing the percentage of jobbers' commissions when these jobbers failed to observe the fixed base price list issued by the company in order to prevent dealers from selling the respondent's products at such lower prices as might be deemed by them to be warranted by their respective selling costs and by trade conditions generally.

HOSIERY—A large hosiery company located at Milwaukee, Wis., manufacturers of a nationally advertised brand of hosiery, has been ordered by the Federal Trade Commission to cease and desist from carrying into effect its policy of procuring and enforcing resale prices at retail upon its products by cooperative methods, in which the respondent and its distributors undertake to prevent others from obtaining this brand of hosiery at less than the designated prices. Commissioner Humphrey dissented.

"FREE" BOOKS—A firm engaged in selling books, encyclopedias and other publications, with offices in Philadelphia, Pa., Chicago, Ill., and San Francisco, Cal., is required to discontinue the practice of "representing to purchasers and prospective purchasers that any part of a combination offer is in fact or in effect given free of charge, when the recipient must pay a consideration for the whole or some element of the combination to be entitled to receive the alleged gift." The company's order blanks were so printed as to convey the impression that the purchasers were getting the benefit of a reduction.

"ENGLISH BROADCLOTH"—New York firm must stop using the words "English broadcloth" as a label or brand for shirts or other garments, unless such garments are made from broadcloth actually manufactured in and imported from England.

CIGARS—Eight well known cigar trademarks have been condemned by the Federal Trade Commission on the ground that they apply the term "Havana" to products not composed wholly of Cuban grown leaf.

Telling It to the Boy Scouts

CHRISTMAS—The Boys' Big Season Can Be The Same For You!

Christmas is the time of the year when parents' ears are especially alert. They are at wits' end what to buy for the boy until he lets drop some remark or expresses delight at the illustration of some article he sees in the Boys' Life advertising pages.

Boys' Life offers you the easiest way to reach and influence a great many of the 550,000 Boy Scouts in their Christmas selections. And you'd be surprised at the number of parents who come to Boys' Life to help in selecting gifts for their sons.

We'll be glad to tell you more about this. But act quickly. December forms close Oct. 25th.

BOYS' LIFE
THE BOY SCOUTS' MAGAZINE

200 Fifth Ave. New York, N. Y. | Lincoln Bldg. Los Angeles, Cal. | 37 So. Wabash Ave. Chicago, Ill.

If it "puts it over" with the salesmen—it's an
EINSON-FREEMAN WINDOW DISPLAY

Specializing in window and store display advertising

327 E. 29th St.
Lexington 5780
New York City

House Organs

We are the producers of some of the oldest and most successful house organs in the country. Write for copy of THE WILLIAM FEATHER MAGAZINE.

The William Feather Company
605 Caxton Building :: Cleveland, Ohio

Fifth Session

Wednesday Morning—October 21

9.30 *The Use of Color in Industrial Advertising.*
S. T. SCOFIELD, Advertising Manager, Fairbanks, Morse & Company.
L. C. HEWINS, Sales Manager, The Van Dorn & Dutton Company.

10.15 *Apportioning the Appropriation Among Industrial Markets.*
A. M. STAEHLE, Westinghouse Electric & Manufacturing Company.

10.45 *Why Go at It Hit or Miss?*
W. S. HAYS, Secretary, National Slate Association; President, Eastern Industrial Advertisers Association.

11.15 *Export Industrial Advertising.*
L. EMERY, Assistant General Manager, International General Electric Company.

11.45 *The Prophetic Idea in Advertising.*
WALTER DREY, Vice-President, *Forbes Magazine.*

Sixth Session

Wednesday Afternoon—October 21

2.00 *Industrial Motion Pictures—How to Use Them.*
G. A. RICHARDSON, Manager, Technical Publicity Department, Bethlehem Steel Company.

3.00 *Reports of Standing Committees.*

3.15 *Awards of Exhibit Prizes.*

3.30 *Report of Nomination Committee and Election of Officers.*

4.00 *Adjournment.*

Chemistry Holds Prices Down

COMMENTING on the high price of crude rubber, Secretary of Commerce Hoover said recently:

"One thing seems evident; that is, that the high price makes profitable the chemical reclamation of much larger amounts of used rubber for reuse, and previous experience indicates our domestic consumption can be supplied up to 40 per cent from this source, instead of about 20 per cent, as when rubber is below 35 cents a pound."

If the reclamation of rubber does develop on a scale sufficiently large to stop the soaring price of crude rubber it will not be the first time that chemistry has come to the aid of business in this same way—nor the last.

Indeed, there are in the research laboratories of America many products and formulas which are merely waiting for the price of this or that product or commodity to reach a certain level to make it profitable to start production of these substitutes or synthetic products; and in the doing of this chemistry will serve as a regulator of prices.

Reprinted from "Business Chemistry," published by Skinner, Sherman & Esselen, Inc., Boston.

NUMBER TWO OF A SERIES GIVING GLIMPSES INTO VERMONT INDUSTRIES

Left—A typical scene in a Vermont granite quarry, where enormous blocks of stone are cut and moved.

Below—A monument of beauty made of Vermont granite.

Quarrying in Vermont—

Another one of the many reasons why this State presents an excellent opportunity to aggressive advertisers

A Major Industry

The quarrying of granite and marble constitutes a major industry in Vermont—so much so that Vermont has achieved a world-wide reputation for these things alone. Vermont's granite production is larger than its marble output, but the fact that these stones are to be found in quantities in all parts of the state enables the quarrying industry as a whole to present a well-balanced aspect.

Granite Production

Granite is more widely distributed in this state than any other stone product. Its annual output is of greater value than any other stone product, and this output is larger than that of any other state in the country.

Although the chief centers of the granite quarrying industry are situated about Barre, Williamstown, Woodbury and Bethel, there are producing granite quarries located all over the state.

Quarrying, however, is not all that Vermont does with its granite. Polishing, trimming, and the production of finished pieces give employment to thousands of workers in this industry outside of the quarries. The total value of Vermont's granite products is estimated to be well over $10,000,000 annually.

Marble Production

For over a century Vermont has been producing marble. This product is famed the world over for its whiteness and purity. With the exception of Italian Carrera, it is the only available monumental marble today.

Nearly all the marble monuments in the country are of the Vermont product, for it produces 70% of the U. S. output of monumental and statuary marble. 40% of the building marble output also comes from this state.

Similar to granite, there are large deposits of marble in all parts of the state. The chief centers for finishing the product are, however, located about West Rutland and Proctor. The annual production exceeds $5,000,000.

What These Figures Show

The effect of the quarrying industry on the prosperity of the State is obvious. The business is not seasonal, and there is a constant year-to-year demand for its product. Thousands of skilled and highly paid workers are employed in the production of granite and marble.

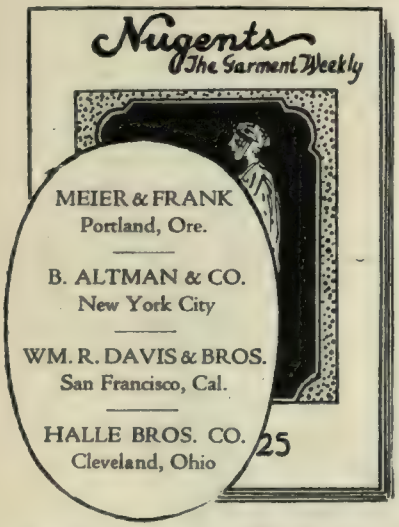
Although this industry does not dominate the state, it indicates well the position of Vermont economically. The standard of living of Vermont's workers is much above that of any others in similar industries.

Help for You

This market is worth while selling. But to do so one must consider that Vermont logically falls into six buying districts centering about Barre, Burlington, Brattleboro, Rutland, Bennington and St. Johnsbury.

VERMONT ALLIED DAILIES

Barre Times ∴ Brattleboro Reformer ∴ Bennington Banner
Burlington Free Press ∴ Rutland Herald ∴ St. Johnsbury Caledonian Record



Just a quartet of names from our high-class specialized subscription list covering the best

READY-TO-WEAR STORES

in

3000 Cities

Published by

The Allen Business Papers, Inc.

1225 Broadway New York City

Advance Program for N.I.A.A. Convention

THE fourth annual convention of the National Industrial Advertisers Association will be held at the Hotel Chalfonte, Atlantic City, N. J., October 19, 20, 21, 1925. The complete program of the convention follows:

First Session

Monday Morning—October 19

10.00 *Call to Order.*

10.05 *Welcome to Atlantic City.*
MAYOR BADER.

10.10 *President's Address.*
JULIUS HOLL, Link-Belt Company.

10.20 *Appointment of Committees.*
Announcements.

10.30 *Common Sense in Advertising —How It Reduces Sales Expense.*
BRUCE BARTON, President, Barton, Durstine & Osborn.

11.00 *Quick Refunding Investments.*
E. P. BLANCHARD, Advertising Manager, Bullard Machine Tool Company.

11.30 *Inter-Trade Cooperation.*
J. C. BEBB, Otis Elevator Company, Secretary of the Producers Research Council.

Second Session

Monday Afternoon—October 19

2.00 *The Editor's Responsibility to the Advertiser.*
E. J. MEHREN, Vice-President and Chairman of the Editorial Board of the McGraw-Hill Company.

2.30 *Stodgy Trade Paper Advertising—One Way to Step It Up.*
A. W. DILLER, The Blackman Company.

3.00 *What the Purchasing Agent Seeks in Industrial Advertising.*
F. J. PETURA, General Purchasing Engineer, H. L. Doherty & Co.

3.30 *The Advertising Manager as Purchasing Agent.*
CAPT. M. F. BEHAR, Advertising Manager, C. J. Tagliabue Mfg. Co.

4.00 *The Tie Up Between Advertising and Sales Departments.*
T. H. DAUCHY, Assistant Sales Manager, International Nickel Company.

Monday Evening—October 19

Round Table Sessions.
Plans to be announced Monday Morning, Oct. 19.

Third Session

Tuesday Morning—October 20

9.30 *Institutional Advertising by Direct Mail.*
ALLAN BROWN, Advertising Manager, The Bakelite Corporation.

10.00 *What Industrial Advertising Means to Industry.*
C. K. WOODBRIDGE, President, Dictaphone Corporation and Associated Advertising Clubs of the World.

10.30 *The National Council of Business Mail Users.*
RICHARD H. LEE, General Counsel.

11.00 *Giving Your Direct Advertising More Than a Chance.*
PHILIP KOBBÉ, Philip Kobbé Company.
(First President, Technical Publicity Association)

11.30 *Securing Facts and Figures from the Field and How to Use Them.*
R. H. DEMOTT, General Sales Manager, S. K. F. Industries.

12.00 *Market Research Work of the Department of Commerce.*
A. HEATH ONTHANK, Chief, Domestic Commerce Division.

Fourth Session

Tuesday Afternoon—October 20

2.00 *Notable Advertising Successes of 1925.*
(1) N. S. GREENSFELDER, Advertising Manager, Hercules Powder Co.
(2) W. W. FRENCH, Advertising Manager, Dodge Manufacturing Company,
and others.

2.30 *Three Questions Answered:*
1. Why we advertise?
2. How do we know we are not spending too much or too little?
3. What are we aiming to accomplish?

D. J. BENOLIEL, Advertising Manager, International Chemical Co.
G. L. ERWIN, Advertising Manager, Kearney-Trecker Corporation.
R. W. BACON, U. T. Hungerford Brass & Copper Company,
and others.

Smoker

Tuesday Evening—October 20

Under the management of HOYT CATLIN, Advertising Manager, Bryant Electric Company.

"I don't see how we can do it," said the purchasing agent.

"I don't see why we should do it," said the general sales manager.

But the advertising manager stuck to his guns—and the President sat back quietly. No one knew what he was thinking—yet.

The situation was this: the advertising manager had received a severe criticism of the house's stationery, and he argued that if a disinterested business man felt that way about it customers and prospects must feel the same way.

"We need to dress up our business a little more intelligently," he said earnestly. "I want us to raise the standard of our stationery. Call it sales expense. Charge it to advertising. I don't care which

"I have in mind the paper we need It is made of rags, *all new white rags*; there isn't a fibre of wood pulp in it. It has a fine old name. It has an impressive, masculine appearance. It represents prestige, high position, good taste, self-respect. It does the whole job which letter paper should do."

He turned to the President.

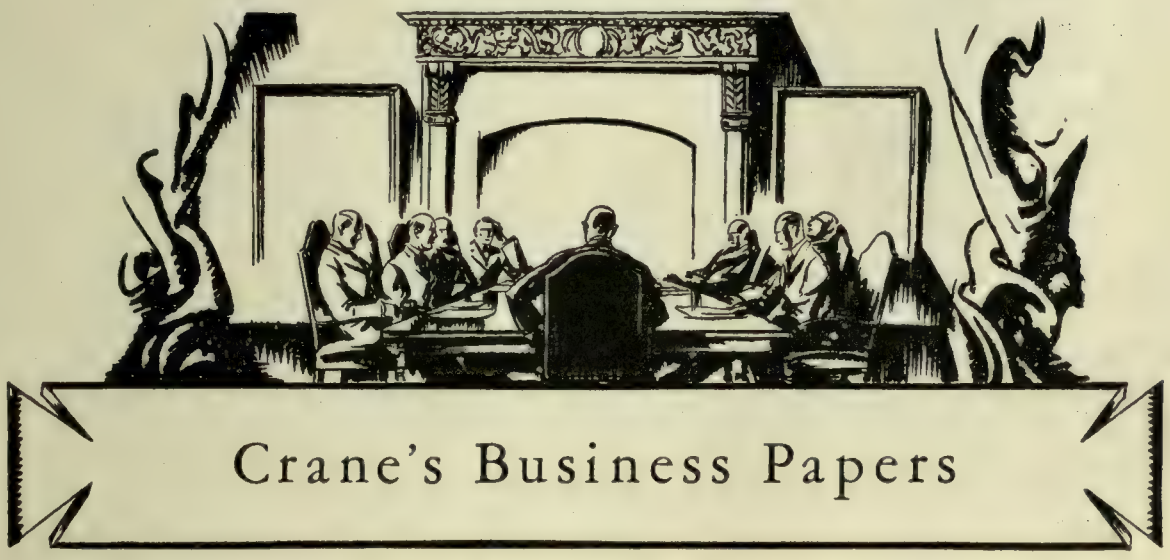
"Do you agree that we need this kind of stationery?"

The President nodded thoughtfully.

"Yes—I suppose we had better not delay going to Crane's Bond."

"Why how did you know I mean 'Crane's'?"

"Didn't you just describe it?"



CRANE & COMPANY, INC., DALTON, MASSACHUSETTS

Sales Control

AS manufacturers study the quickest way to better distribution, the more they will recognize the vital importance of securing active control in the selling of their products from the factory, through the dealer and then on to the consumer.

The establishment of their sales control would assure the manufacturer that his goods are being presented to their best sales advantage at the point of retail distribution. The result? More sales for the dealer—more profit for the manufacturer.

Caxton Applied Direct Advertising will enable the modern manufacturer to get more effective sales control to the mutual satisfaction of his own organization and that of his dealers. The procedure is quite simple, too. A Caxton representative will explain it fully to any national manufacturer.

THE CAXTON COMPANY

Cleveland

Temptation in the "Swindle Sheet"

[CONTINUED FROM PAGE 21]

ferent big town every day he would lose. That seldom happens.

When in a large place for a week or so it is expected that the salesman will find a good family hotel where the rates will be less than is allowed him.

No allowance is made for entertainment for it is felt not to be necessary in that business. If any is done, the salesman foots the bill.

The only checking needed in the office is to compare the towns charged for with the salesman's reports, to determine the size of the towns with the figures given in the railroad guide and to determine railroad fares from the mileage given in the guide. No argument on the items has arisen in the five years the plan has been in use.

Occasionally one of the men will protest that the daily rates should be raised, giving as his reason that he often has to pay $5 a day for a room in a five dollar town and that as a result he is out the price of his meals.

These protests nearly always come from men who are known to be extravagant travelers and usually from men whose earnings are large.

Unofficial conversations with the men show that most of them are able to make something on their expense accounts, by governing their expenses on the road as carefully as they do in their homes.

At an estimate, the company pays out about $10,000 a year more than the men's actual expenses. But it would probably overpay to that extent under the old plan even with the most careful scrutiny. And the sales manager says that the better feeling among the men and the lack of acrimonious discussion is alone worth the cost. Not one man has left the company because of dissatisfaction over any phase of expense accounts since this method was adopted.

Richard Webster

Formerly director of research, advertising department, *The Literary Digest*, has become associated with Reimers & Osborn, New York advertising agency, as vice-president.

Richard L. Houghton

Until recently with the Chicago office of the Macfadden Publications, Inc., will represent the *Youths Companion* for The Atlantic Publications in Chicago.

George C. Carothers

Formerly associated with the Copper and Brass Research Association, New York, has been appointed sales manager of Home Builders Exhibits, Inc., New York.

C. C. Winningham

Detroit, will direct advertising for the Detroit Furniture Shops.

Big Day--Jan. 7, 1926

Readers look forward to The Yearbook of Industry because of its many years of editorial accomplishment.

Forehanded advertisers are already preparing for this big annual event, knowing that The Yearbook of Industry will be used every week in the New Year by the men who control the purse strings of American business —30,000 executive readers.

Early Reservations
Assure First Choice Positions

IRON TRADE REVIEW

CLEVELAND, OHIO

A Penton Publication *Member A. B. C. and A. B. P.* *Established 1883*

Get Ready *Now* for the

"The Yearbook of Industry"

Club Which Grew Out of a Cook Book

[CONTINUED FROM PAGE 42]

ligent, accurate and interested. Last month we wanted a test made on popular preference for a certain group of products. We sent samples and asked our members to make up four formulas and report back on which ones they liked best, and why. The test involved quite a bit of trouble and some cash expenditure on the part of the women —and we pulled over 25 per cent. Try to match that with any commercial list.

There are other angles to the club, too. When we go into food shows, we get more than our share of callers at the Borden Booth by exhibiting the Recipe Album and selling memberships in the club. We do away with expensive sampling by offering something which is out of the ordinary and generally more interesting than a plain hand-out. When we use demonstrators, we take memberships among the dealer's own customers. By so doing, we sell the dealer hard, and the demand of the members keeps him sold. If we want to stimulate trade in any given city or section, we circularize the members there. And we get results, too.

And this is the club which grew out of a cook book. We have now about 100,000 members listed. We're keeping the membership at that point. The list isn't for sale at any price. It wouldn't work so well for anyone else anyway, because it's really a Borden organization. Sometimes we have thought of applying for membership in the A. B. C. and selling space in the Bulletin. We've always refrained, though, because we'd hate to have our members think that there's anything commercial about the Recipe Club.

The Power, Alexander & Jenkins Company

Detroit, will direct advertising for William M. Finck & Company, manufacturers of overalls, same city.

Arthur J. McElhone

Formerly vice-president of the Nichols-Evans Company, Cleveland, has become associated with Myers, Beeson, Golden, Inc., New York advertising agency.

G. W. Williams, Jr.

Formerly advertising manager the Postum Cereal Company, New York, has become associated with Donovan-Armstrong, Philadelphia advertising agency.

Knox Armstrong

Formerly advertising manager for E. M. Kahn and Company, Dallas, clothiers, has been appointed advertising manager of J. Blach and Sons, Birmingham, Alabama.

Milwaukee — First City in Diversity of Industry

Easy Vacuum Washer "Cleans Up"

SINCE 1922, Easy Vacuum Washers have been advertised in Milwaukee consistently and almost exclusively in The Milwaukee Journal. Sales increased 60% in 1923, 48% in 1924 and the first five months of 1925 showed a 77% gain over the same period of the preceding year.

The local distributors of the Easy Vacuum Washer say: "The Journal is the only paper necessary to get the largest possible volume of business." This fact is recognized by the most successful advertisers here—they thoroughly cover and sell the rich Milwaukee-Wisconsin market at one low rate—in

The Milwaukee Journal

FIRST—by Merit

Wisconsin — First State in Value of Dairy Products

The Bradford Era

The Local Dealer Points the Way to the National Advertiser

The merchants in a town know which newspaper reaches those who have the money to buy. In four years the Era has had a lineage increase of 399,307 lines, 85% of which was local advertising. This certainly points the way to those national advertisers who wish to reach this market where 2,000 workers earn more than $3,500,000 yearly.

THE BRADFORD ERA

Bradford, Pa.

BRADFORD, PENNA.

Cantine's
ASHOKAN
COATED PAPER

The Bebout Printing Company of Cleveland, Ohio, Fred N. Bebout and E. W. Londregan of the Lovell Mfg. Co., as producers of this attractive folder on Anchor Brand Wringers, won the Martin Cantine Prize Honor Contest for July. Printed on Ashokan. Prizes of $200 for copy skill and printing excellence are awarded monthly. Enter samples of your next job on any Cantine Coated Paper.

AT the peak of the autumn rush, sales rise or fall on the strength of Home Office contact with jobber, dealer and consumer.

Perfect that contact with more direct mail material. Use it to pave the way, to stifle competition, to clinch sales and to hold your trade together. But make each printed piece the more effective by using modern illustrations, harmonious typography, good presswork and Cantine's *Coated* Papers.

For details of monthly contests and book of samples, address your nearest jobber or The Martin Cantine Company, Dept.179, Saugerties, N. Y. Since 1888 producers of fine coated paper exclusively.

Cantine's COATED PAPERS

CANFOLD SUPREME FOLDING AND EBBITING QUALITY | **ASHOKAN** NO. 1 ENAMEL BOOK | **ESOPUS** REGULAR NO. 2 ENAMEL BOOK | **VELVETONE** SEMI-DULL - Easy to Print | **LITHO C.1 S** COATED ONE SIDE

SIMPLE—direct—attractive—colorful; a design that encourages distributors to *sell* and the motorist to *buy*. Outdoor Advertising increases in circulation value with the growth of the automotive industry and the satisfied users of our medium in the field are a testimonial of its worth.

General Outdoor Advertising Co.
INCORPORATED

550 West 57th Street
New York City

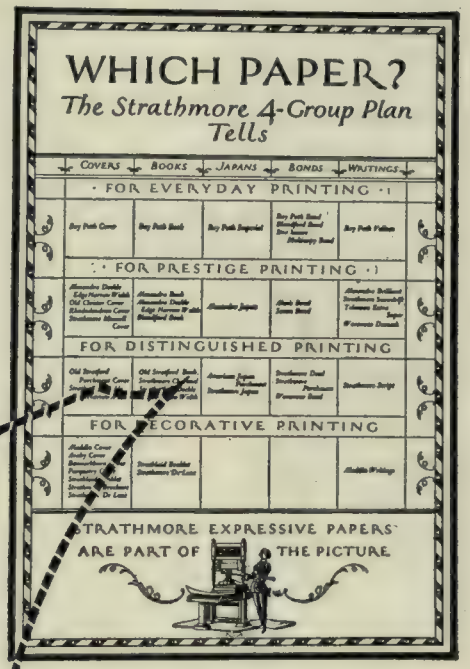
Harrison & Loomis Sts.
Chicago, Illinois

Branch Offices in 52 cities

How the Estimator of a Big Print Shop Selects Paper

IT was one of New York's big print shops. The estimator is a mighty busy man. His office has every time-saving device. There on his desk I spied the Strathmore 4-Group chart. "Do you use it often?" I asked him. "You bet I do," he replied. "I am using it on a job right now." Here's the job and here's the paper he selected.

Quantity	7,500
Size	9 x 12
No. of Pages	48
Composition	Monotype
Engravings	Half tone and line plates. (See schedule attached)
Press Work	Cover printed in two colors. Text pages in black
Binding	Sewed book, square back, lined cover, overhanging a scant 1/8 inch.
Stock	?



The job was a catalog for a wholesale jewelry organization. The customer wanted something very fine—a *Distinguished catalog*....The estimator picked up the 4-Group Chart. At once he turned to the *Distinguished Group*. Without a minute's hesitation he selected Old Stratford Parchment for the cover and lining, and old Stratford Book for the text pages.

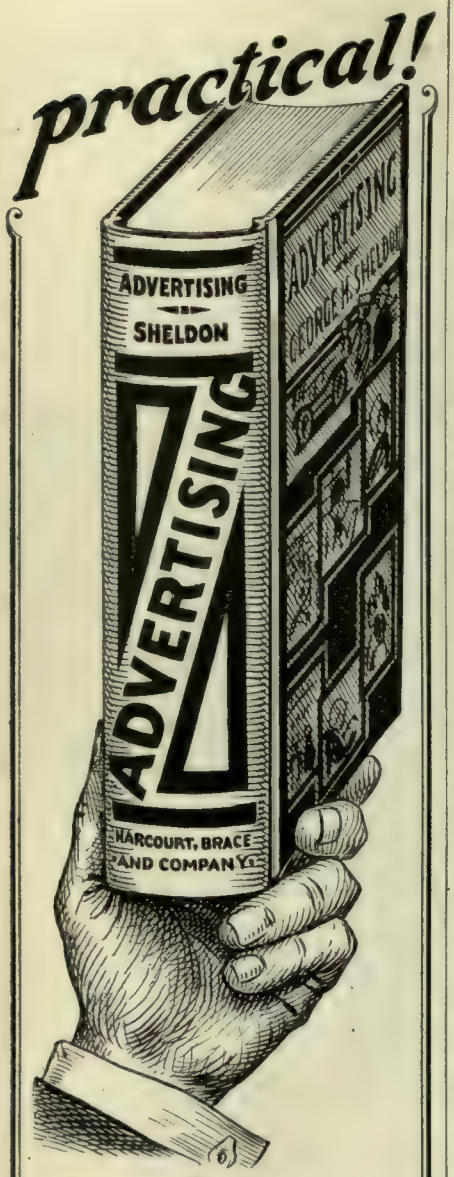
Out came the Strathmore Handbook. Quickly the estimator thumbed the pages. Experienced fingers and trained eyes swiftly decided the right weight and color. Down went the specifications. Cover:—Old Stratford Parchment, Beige, Antique 20½ x 26—Heavyweight. Lining:—Lightweight, ditto. Text:—Old Stratford Book, White, Wove, High Plate Finish, 25 x 38—80 lb.

You, too, can save time in selecting paper. Just sign your name to the coupon and Strathmore will send you your 4-Group chart and the Strathmore Handbook.

STRATHMORE PAPER COMPANY, MITTINEAGUE, MASS.

Please send the 4-Group Plan Card in the following sizes:—Desk Size ☐ File Size ☐ Also send the Handbook ☐

Name *Address*



Here's a book that is built right out of an advertising man's day's work.

"Comprehensive without being dull; optimistic without glorifying advertising." — FREDERICK C. KENDALL.

"Advertising," by George H. Sheldon, is $5. If your book store hasn't it, send check for $5.10 to the publishers and your copy will be sent by return mail.

Harcourt, Brace & Co.
383 Madison Avenue, New York

Orthoëpephobia

[CONTINUED FROM PAGE 30]

banks of the Hudson, containing 85 acres. The land is luxuriously divided by the hand of nature and art, into pasture and tillage, into plain and declivity, into the stern abruptness and the dalliance of most tufted meadow. Streams of sparking gladness (thick with trout) dance through this wilderness of beauty, to the music of the cricket and grasshopper. The evergreen sighs as the evening zephyr flits through its shadowy bosom, and the aspen trembles like the love-splitting heart of a damsel. Fruits of the tropics in golden beauty melt on the boughs, and the bees go heavy and sweet from the fields to their garnering hives. The stables are worthy of the steeds of Nimrod or the studs of Achilles, and its hennery was built expressly for the birds of paradise; while sombre in the distance, like the cave of a hermit, glimpses are caught of the dog house. Here poets have come and warbled their lays, here sculptors have cut, here painters have robbed the scene of dreamy landscapes, and here the philosopher discovered the stone which made him the alchemist of nature. As the young moon hangs like a cutting of silver from the blue breast of the sky, an angel may be seen each night dancing with golden tiptoes on the greensward."

THE copy for the catalogue, leaflets and sales letters was all in the same tone, quite as ornate and stylistic.

The revision of a whole catalogue and twelve form letters presented quite a task; and the new advertising manager discharged this task most creditably. He cut down the copy; he tabooed the literary words of which the meaning might be obscure; he shortened the sentences and simplified their structure. His time for the first year's campaign was limited; so, to avoid too great a lack of uniformity, he made no changes in the plan of copy other than to simplify and reduce it, thereby ensuring clearness and brevity.

The results of his first year's business were excellent; the reply-rate to the old sales letters had been 1.4 per cent; he had raised this rate to 4.1 per cent—a most satisfying transposition of the figures! And he received the enthusiastic commendation of his superiors, not to mention a substantial increase of salary. But, of course, he was not satisfied. No progressive man would have been. He made a report to the president that he felt a complete change of campaign-plan to be desirable as well as a wholly new type of copy. This suggestion was indicative of no particular malady; it was quite natural.

A day or two later he rushed excitedly into the president's office. "Excuse me, sir," he said, "but you will put no restrictions on my use of my own ideas in the remodeling of our sales plan and copy, will you?"

"Why no," replied the president. "You're a highly paid official and are supposed to know what's what in advertising copy better than I. Go as far as you like. I have confidence in your integrity, and your ability has been well proved in your first year's success. But what exactly is the idea you have in mind?"

"Well," said the advertising manager, "you see, there's one BIG IDEA in advertising that you people never seem to have got, and that is that you've got to talk to prospects in their own language! You've got to chew tobacco, if they chew, and eat with your knife if they eat that way. What I mean to say is, you've got to write to them just the way they'd write to you. Give them a good man-to-man low-brow line, and knock 'em between the eyes with some good sales punch. I revised the stuff you'd been using. It's lot better, but it's still high-brow."

"Yes," interrupted the president, "it is a lot better; but it seems to me that what you have done is excellent. You have simplified, clarified the style, without, however, destroying the beauty of sentence structure, the real grace and art of our first copy-writer who was really more of a literary man than a commercial advertising man. It's just there where we are better off than most of our competitors, it seems to me. I personally detest the slangy, 'smart' copy which is so prevalent today. But you know what will bring the results—that's what counts; so don't be influenced by my opinion. I'm not an advertising man. If I were, I wouldn't be paying you $12,000 a year. So, go ahead in your own way."

AND that is just what the advertising manager did — or, rather, he followed blindly—of necessity—in the course inexorably indicated by the progressive orthoëpephobia.

He proceeded to revise the sales letters. He had effectually removed the "beg-to-advise-isms" during the previous year. He had also eradicated all traces of the quasi-legal, quasi-documentary, quasi-medieval, and painfully correct style of the copy-writer of 1895. But now he was going to "hit 'em between the eyes!" He ripped out of the letters all the beauty which graced the education of the early copy-writer, the fruits of an age when more leisure, more *vie intérieure*, fewer automobiles and self-service lunch rooms made for greater wealth of expression, greater precision in the choice of words.

The advertising-man, now a "case" in the medical sense of the word, carried his campaign of slaughter to a limit wholly commensurate with his deteriorating mental state.

The original "circular" letter of

A motion picture with a vital message

Made by the PATHÉSCOPE CO. for the Edison Lamp Works of the GENERAL ELECTRIC CO.

THE public has set its seal of approval on "Headlights." Chambers of Commerce, Auto Clubs, Safety Councils, groups of car owners—all say it is a contribution to the cause of road safety at night. Dramatic, educational, humorous, thought stimulating, it tells a story of vital interest to every car owner.

It is just the kind of picture the Pathéscope Co. has made a wide reputation for producing. A list of our clients is almost a "Who's Who" of the various industries. The Business Films we have made for them are successful selling factors.

Some of the other clients we have served

ENGINEERING AND MECHANICAL

Alpha Portland Cement Company
American Brass Company
A. M. Byers Company
General Electric Company
Hercules Powder Co.
Linde Air Products Company
Lock Joint Pipe Company
Mosler Safe Company
National Slate Association
National Tube Co.
Okonite Company
Otis Elevator Company
Plymouth Cordage Company
Reading Iron Company
Robins Conveying Belt Company
John A. Roebling Company
Chas. A. Schieren Company
Tide Water Oil Sales Corporation
U. S. Cast Iron Pipe & F'dry. Co.
Westinghouse Lamp Company

FOOD PRODUCTS

Franklin Baker Company (Coconut)
E. F. Drew & Company (Spredit)
Frontenac Breweries, Ltd., Canada
Hills Bros. (Dromedary Dates)
C. F. Mueller Company (Macaroni)
Comet Rice Company

TEXTILES

Bigelow-Hartford Carpet Company
Boston Woven Hose & Rubber Co.
The Standard Textile Products Co.
U. S. Finishing Company

SERVICE

American Gas & Electric Company.
Atlantic City Electric Company
Commercial Cable Company
International Mercantile Marine
Ohio Power Company
Postal Telegraph Company
Radio Corporation of America
United Light & Power Company
Chattanooga Gas Company

MISCELLANEOUS

Brooklyn Commercial Body Co.
Foamite-Childs Corporation
Kirkman & Sons
McGraw-Hill Company
Owens Bottle Company
Charity, College and Community

We invite an opportunity to show, either at your office or the Pathéscope salon, what we have done for others in your industry, and what we can do for you.

INDUSTRIAL FILM DIVISION

THE PATHÉSCOPE CO. OF AMERICA, Inc.

Suite 1829, Aeolian Building . 35 West 42nd Street, New York

25 YEARS OF CINEMA SUPREMACY KOK

MEMBER ASSOC. MFRS. SAFETY STANDARD FILMS & PROJECTORS

The Great American Family of K-C

Arthur Brisbane Sees an Opportunity

ARTHUR BRISBANE, that shrewd public psychologist, clearly divined the opportunity which COLUMBIA offers the advertiser when he said:

"There is a field in Catholic publications for every really high-grade advertiser, for everything, especially, that appeals to the American family, as a family—from the most high priced automobile to the ingenious present for the soldier or sailor. This truthful statement we seek here to impress upon the able advertising agents of the country, constantly on the alert for new avenues of distribution. Through the Catholic publications, as in no other medium, you can reach directly and surely millions of well-to-do Catholic families. And your advertisement will appear in publications that are not read and tossed aside, but kept and cherished from month to month."

COLUMBIA

The Largest Catholic Magazine in the World

A National Monthly Published, Printed and Circulated by the Knights of Columbus

Net Paid Circulation 757,540 Member of A. B. C.

D. J. GILLESPIE, Adv. Director
25 West 43rd Street
New York City

J. F. JENKINS, Western Manager
134 South LaSalle Street
Chicago, Ill.

Get More Sales at less Cost

LET POSTAGE MAGAZINE tell you how to increase your sales and decrease your selling costs with Direct Mail, back up your salesmen and sell small towns without salesmen.

With one letter a merchant sold **$63,393.00 in 10 days**; another sold **$22,896.20 in 30 days.**

Send **25c** today for latest issue of **POSTAGE** and copies of these two letters. Tells how to write result getting letters, folders, booklets, house magazines. **$2** a year for 12 numbers full of selling ideas.

Postage Magazine

Dept. B-1—18 East 18th Street, New York

Envelopes

PLAIN, PRINTED OR LITHOGRAPHED

FOR EVERY PURPOSE

Send for Samples—Prices that are Interesting

HESSE ENVELOPE AND LITHO. CO.

4161 North Kingshighway ST. LOUIS

nearly a hundred years ago had read as follows:

"Dear Madam:—

Mr. ..... begs to state to his friends and the public that he has received by the most recent arrivals the Prettiest ..... that were ever seen; really it would be worth any lady's while even to look at them. It surpasses his weak understanding, how man who is born of woman and full of trouble could invent such pretty things.

It strikes him forcibly that the patterns and texture must have been undoubtedly invented by some wise philosopher.

He begs to remain,

Your faithful and obedient servant,"

.....

This floral epistolary effort had, quite naturally, undergone a series of revisions throughout the years; and had received another overhauling by the new advertising manager during his first year. His first version of the letter read as follows:

"Dear Madam:—

We wish to call your attention to the fact that we have recently received from Europe a most exquisite assortment of .....

We have every reason to believe that it will be really worth your while to call on us at your own convenience, and examine our ..... as critically as you please. You will be more than satisfied.

Our salesman has your name and awaits the pleasure of placing his time at your entire disposal.

Call upon us, examine our ..... and command our services.

We are

Respectfully yours,"

.....

But, at the beginning of his second year ample time for a thorough replanning of the letters, coupled with the urge of the orthoëpephobia, effected a weird change in the tone of the copy:

"Good Morning, Madam!

Peach of a day, isn't it? Gee, but you'd think so and then some if you'd only come in and see our new line of women's wearables just in from 'cross the pond.'

You won't have a 'down day' the year 'round after you get all fixed out with our line of ..... Nothing in the world like these smart ..... to make you feel up-and-comin' all the time.

Drop in to-morrow! Why not? 'Bill' ....., our crack salesman, will be right on the job to give you every lil' attention. Just tell 'Bill' what you want, and he'll pick it out for you. You can bet on that!

Make it to-morrow before four. Is it a go?

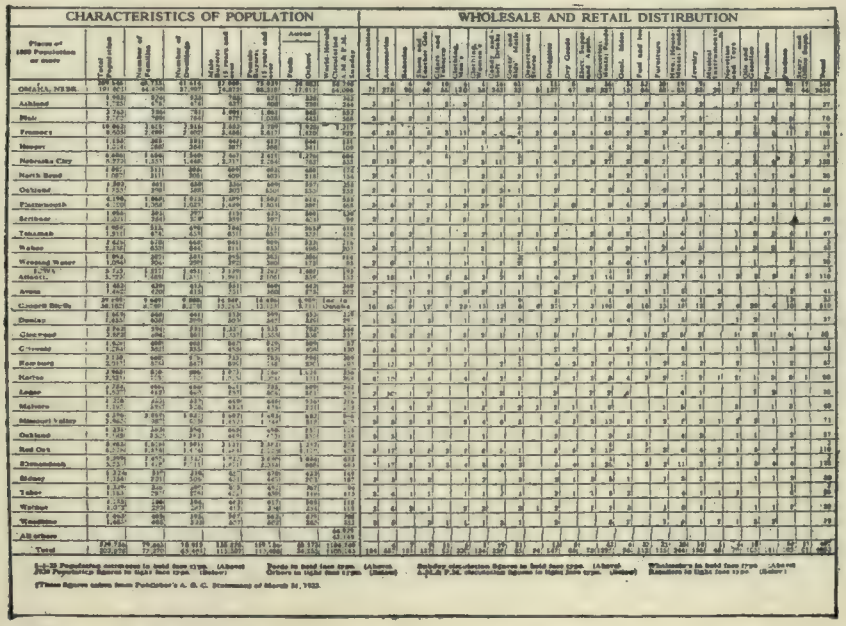
Expectantly yours,"

.....

This letter went out—50,000 strong! The prospects were not, of course, high-brows. They were what our patient, in his perverted confusion, was pleased to call "100 per cent American women"!

The president was on a short vaca-

81 Principal Market Studies for Sales & Advertising Executives



A $100,000 Book of Standardized Sales and Advertising Information

America's 81 Principal Markets

1. Akron, O.
2. Albany, N. Y
3. Atlanta, Ga.
4. Baltimore, Md.
5. Birmingham, Ala.
6. Boston, Mass.
7. Bridgeport, Conn.
8. Brooklyn, N. Y.
9. Buffalo, N. Y.
10. Canton, O.
11. Chicago, Ill.
12. Cincinnati, O.
13. Cleveland, O.
14. Columbus, O.
15. Dallas, Tex.
16. Dayton, O.
17. Denver, Colo.
18. Des Moines, Ia.
19. Detroit, Mich.
20. Duluth, Minn.
21. El Paso, Tex.
22. Erie, Pa.
23. Fall River, Mass.
24. Flint, Mich.
25. Fort Worth, Tex.
26. Grand Rapids, Mich.
27. Hartford, Conn.
28. Houston, Tex.
29. Indianapolis, Ind.
30. Jacksonville, Fla.
31. Jersey City, N. J.
32. Kansas City, Kan.
33. Kansas City, Mo.
34. Los Angeles, Cal.
35. Louisville, Ky.
36. Lowell, Mass.
37. Lynn, Mass.
38. Memphis, Tenn.
39. Milwaukee, Wis.
40. Minneapolis, Minn.
41. Nashville, Tenn.
42. Newark, N. J.
43. New Bedford, Mass.
44. New Haven, Conn.
45. New Orleans, La.
46. New York, N. Y.
47. Norfolk, Va.
48. Oakland, Cal.
49. Oklahoma City, Okla
50. Omaha, Neb.
51. Paterson, N. J.
52. Peoria, Ill.
53. Philadelphia, Pa.
54. Pittsburg, Pa.
55. Portland, Ore.
56. Providence, R. I
57. Reading, Pa.
58. Richmond, Va.
59. Rochester, N. Y.
60. Salt Lake City, Utah
61. San Antonio, Tex.
62. San Francisco, Cal.
63. Schenectady, N. Y.
64. Scranton, Pa.
65. Seattle, Wash.
66. Spokane, Wash.
67. Springfield, Mass.
68. St. Louis, Mo.
69. St. Paul, Minn.
70. Syracuse, N. Y.
71. Tacoma, Wash.
72. Toledo, O.
73. Trenton, N. J.
74. Troy, N. Y
75. Tulsa, Okla.
76. Utica, N Y
77. Washington, D. C.
78. Waterbury, Conn.
79. Wilmington, Del.
80. Worcester, Mass.
81. Youngstown O.

This new book, "A Study of 81 Principal American Markets," containing 348 pages of standardized market information about America's greatest sales zones, comes at a time when manufacturers, sales and advertising executives are seeking solutions of their sales and advertising problems. The book is beautifully bound with a flexible cover 8½ x 11 inches in size.

Every market is treated alike. One page in each market section is devoted to a two color map of the market, locating every city and town of 1,000 population or more, together with descriptive text. On one or more succeeding pages in each section all of these cities and towns are listed, as shown on the specimen page above, giving the important market characteristics many of which have never before been available in any form.

These facts comprise population, numbers of families, dwellings, male and female buyers over 15 years of age, automobile registrations as of January 1, 1925, divided between Fords and others, and the numbers of wholesalers and retailers in 25 lines of business. And every city and town of 1,000 population or more is thoroughly covered, comprising a population of over 59,000,000 or more than half the population of the United States.

A Recognized Authority on Merchandising and Advertising

The sources from which all data have been obtained will immediately make "A Study of 81 Principal American Markets" a recognized standard authority on merchandising and advertising.

The characteristics of population are the result of a new and special analysis made under the supervision of the Director of the Bureau of the Census at Washington.

The business analysis and automobile registrations of nearly 3,000 cities and towns have been prepared by R. L. Polk & Co., statistical experts and publishers of upwards of 500 city directories.

The gratis distribution of this important and useful book is limited to those who are directly interested in advertising and merchandising upon a scale embracing several or more markets.

The 100,000 Group of American Cities

The 100,000 Group of American Cities is a Corporation organized under the laws of the State of Illinois and supported by 60 morning, evening and Sunday newspapers of the United States.

The purpose of this organization is to furnish complete market studies of every city of 100,000 population, including every town of 1,000 population or more within what is known as the trading radius established by the Audit Bureau of Circulations.

In "A Study of 81 Principal American Markets", vital information about nearly 3,000 cities and towns is given for the first time in standardized form. Every analysis is unbiased and unprejudiced.

In order that manufacturers, sales and advertising executives might have a clearer conception of these important markets, this valuable book is being distributed free of charge to those who will express a desire to have a copy.

Write today to

THE 100,000 GROUP *of* AMERICAN CITIES

15 North Wells St., Chicago, Ill.

Akron, O., *Beacon Journal*
Albany, N. Y., *The Knickerbocker Press and The Albany Evening News*
Atlanta, Ga., *Journal*
Baltimore, Md., *Sun*
Boston, Mass., *Globe*
Canton, O., *Repository*
Chicago, Ill., *Daily News*
Cincinnati, O., *Times-Star*
Cleveland, O., *News*
Columbus, O., *Dispatch*
Dallas, Tex., *Times-Herald*
Dayton, O., *News*
Des Moines, Ia., *Register & Tribune-News*
Detroit, Mich., *News*
El Paso, Texas, *Herald*
Erie, Pa., *Dispatch-Herald*
Flint, Mich., *Journal*
Grand Rapids, Mich., *Press*
Houston, Tex., *Chronicle*
Indianapolis, Ind., *News*
Kansas City, Kan., *Kansas*
Kansas City, Mo., *Star*
Los Angeles, Cal., *Times*
Lynn, Mass., *Item*
Memphis, Tenn., *Commercial Appeal*
Milwaukee, Wis., *Journal*
Minneapolis, Minn., *Journal*
Nashville, Tenn., *Banner*
New Haven, Conn., *Register*
New Orleans, La., *Times-Picayune*
New York, N. Y., *Times*
Oakland, Cal., *Tribune*
Oklahoma City, Okla., *The Daily Oklahoman and Oklahoma City Times*
Omaha, Neb., *World-Herald*
Paterson, N. J., *Press-Guardian and Sunday Chronicle*
Peoria, Ill., *Journal-Transcript*
Philadelphia, Pa., *Bulletin*
Portland, Ore., *Oregonian*
Providence, R. I., *Journal-Bulletin*
Richmond, Va., *News-Leader*
Rochester, N. Y., *Times-Union*
Salt Lake City, Utah, *Tribune*
San Antonio, Tex., *Express and News*
San Francisco, Cal., *Chronicle*
Schenectady, N. Y., *Gazette*
Scranton, Pa., *Times*
Seattle, Wash., *Times*
Spokane, Wash., *Spokesman-Review and Chronicle*
St. Louis, Mo., *Post-Dispatch*
St. Paul, Minn., *Dispatch & Pioneer Press*
Syracuse, N. Y., *Herald*
Toledo, O., *Blade*
Troy, N. Y., *Record*
Tulsa, Okla., *Tribune*
Utica, N. Y., *Observer-Dispatch*
Washington, D. C., *Star*
Waterbury, Conn., *Republican and American*
Wilmington, Del., *Journal & News*
Worcester, Mass., *Telegram-Gazette*
Youngstown, O. *Vindicator*

RECORDING THE PROCEEDINGS OF BUSINESS CONFERENCES

Many organizations employing hundreds of high-grade secretarial stenographers have learned that reporting of sales and other business meetings requires the coolness and experience possessed only by trained reporters.

The Master Reporting Company was organized to fill this need. Each of our reporters is a specialist. No discussion is too rapid, no vocabulary too technical for their alert minds and skilled hands. The reports furnished are accurate—readable—usable.

The cost of Master Reporting Service is negligible compared with other expenses necessary to the conduct of both formal and informal meetings. Call or write our nearest office for full information and a comprehensive schedule of charges.

MASTER REPORTING SERVICE

As an indication of the excellent quality of our work, the following Associations call on us to report their conventions:

Associated Advertising Clubs of the World
American Association of Advertising Agencies
Association of National Advertisers
Direct Mail Advertising Association
American Newspaper Publishers Association
National Industrial Advertisers Association
Audit Bureau of Circulations
Associated Business Papers, Inc.

The MASTER REPORTING CO., Inc.

Chicago 605 No. Michigan Ave. New York 37 West 39th St. Cleveland 715 Prospect Ave.

BOOKBINDING MAGAZINE
Reaches 5,000 Binderies
18 W. 34TH ST. NEW YORK

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays
THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

BOOT AND SHOE RECORDER
BOSTON
"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 13,423 copies weekly. (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

TESTIMONIALS
Orders, checks, maps, reports, blueprints, etc. PHOTOSTAT prints are convincing photographic facsimiles—produced without plates.
Send for Samples.
Best prices—Quickest service.
Commerce Photo Print Corporation
80 Maiden Lane New York City

tion at the time. A week later he returned and saw a multigraphed copy of the April sales letter—the "Good Morning" letter above. He was not furious. He merely telephoned the nearest psychopathic hospital (a soothing near-synonym for insane asylum), and asked for advice. He was referred to a specialist who came at once for a conference. [The use of hyperbole is quite permissible in the effort to bring out the point.] The advertising manager was examined; but he was not criticized. It was not his fault; merely a clear case of orthoëpephobia. He was committed to the care of one of the few advertising concerns which persist in holding out staunchly against the passing, yet disturbing tide of "neo-democratic" ideals which is inundating modern advertising copy; that is to say, the lowering of standards to meet the supposed pleasure of illiterate readers.

So, by the application of quick, corrective methods, the reputation of the old concern was saved; and, by a sympathetic but inflexible psychotherapeutic treatment, the advertising man was won back to normal health—to an understanding of the vital fact that what is the best in language is always best, and that the worst malady to which the present day copy-writer is susceptible is that of believing in the false idea that prospects can be won by being written to "in their own language," that they can be made to feel "at home" with the advertiser only when he affects their short-comings and weaknesses.

Louis Brookman, Jr.

Formerly associated with the Chilton Class Journal Company, has joined the Concrete Publishing Company, Chicago. He will assume charge of the territory west of Pittsburgh for their publications *Concrete* and the *Mill Edition of Concrete.*

Paul W. Kearney

Has become associated with the Art Gravure Corporation, New York, as director of creative department.

Wortman, Brown & Company, Inc.

Utica advertising agency, announce the removal of their offices from the Union Station Building to 298 Genesee Street.

George Batten Company, Inc.

New York, will direct advertising for the Magazine Razor Company, same city, manufacturers of the Schick Repeating Razor.

Saginaw News Courier

Has been elected to active membership in the American Newspaper Publishers' Association.

R. T. O'Connell

Manager of the service department of *Textile World*, will be the instructor in a course in advertising to be given at the Central Branch Y.M.C.A., Brooklyn, starting October 7, 1925.

Two months to get ready—right!

January 2nd, *Electrical World* will publish its *Annual Statistical* and *Progress Number*.

Conscious of its responsibility of leadership, *Electrical World* devotes its first issue each year to publishing *all* the statistics and data of value to the financial, executive, manufacturing and sales end of the industry. Actually *Electrical World* has become statistical headquarters. To it come the confidential facts on plants and plans, released willingly by the manufacturers and utilities because of the practical and helpful use to which *Electrical World* has always put them.

In the preparation of your advertising schedules and copy for 1926 allowance should be made for adequate representation in this valuable issue. A great demand for the number at a dollar per copy (outside the regular subscription list) is significant of its reference value.

Your advertising copy should report progress, development and statistics regarding your contribution to this basic industry. Because of its reference value and as assistance to the reader in locating the particular type of product in which he is interested, the advertising pages will be classified as usual in ten buying sections. Buyers and sellers have enthusiastically approved this method of presentation.

Electrical World has a representative near you. He is a specialist on methods of selling and advertising electrical equipment. Give him an opportunity to serve you.

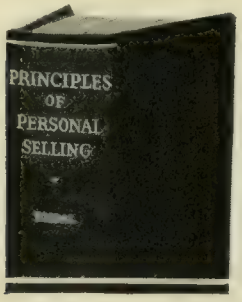
We'll be on hand to help make the N. I. A. A. Convention a success

A. B. C. **ELECTRICAL WORLD** A. B. P.

Tenth Avenue at 36th Street, NEW YORK, N. Y.

BOSTON PHILADELPHIA SYRACUSE CHICAGO ST. LOUIS CLEVELAND SAN FRANCISCO

—a McGraw-Hill publication



Announcing—

"Principles of Personal Selling"

By HARRY R. TOSDAL, Ph. D.

Professor of Marketing
Graduate School of Business Administration
Harvard University

THERE have been many books on salesmanship, but it is our sincere belief that here at last is a comprehensive book, that will be the outstanding work in the field. It is a scientific, critical analysis of a subject that has been too often "over-sold." This new work really runs the whole gamut of personal salesmanship and brings out the fundamental, underlying principles of selling goods or services across the counter, to the dealer or to the consumer directly. It is written out of the intimate experiences of the most successful selling organizations in the world.

The Whole Field of Salesmanship Clearly Outlined

IN developing the nature and scope of personal selling, the author treats the successive stages in the selling process as an effort to ascertain and satisfy human wants and discusses fully what is being done to quicken sales. He explains in an easy-to-understand manner the mental reactions which occur in making a sale, points out what basic knowledge of the product and the market the salesman should possess, and shows exactly how to prepare for and handle the interview. Most important, the significance of various problems of management to the salesmen is explained. The selling problems arising in dealing with consumers, retailers, wholesalers, manufacturers, institutions, foreign dealers are thoroughly analyzed. Moreover, the relation of general policies, selling methods, credits and collections, and advertising to personal selling is made noonday clear. Finally, there is a section devoted to the selection of salesmen, their training, compensation, and supervision.

Sent on Approval

SALES executives and salesmen are urged to inspect this new book. An examination will quickly prove its value. Send no money now. Simply mail the handy coupon below.

--------Send no money—mail coupon--------

A. W. SHAW COMPANY
Cass, Huron and Erie Streets, Chicago

Please send me, on approval, H. R. Tosdal's new 750-page book, "Principles of Personal Selling," flexible binding, gold stamped. Within five days after its receipt I'll send you $6, plus few cents for mailing charge, or return the book. AS10725

NAME .....
Please print plainly

STREET and No. .....
Please print plainly

CITY and STATE .....

FIRM .....

POSITION .....

(Canada $6.60, duty prepaid, same terms; U. S. Territories and Colonies and all other countries $6.60, cash with order.)

—and Now Concerning Copy

THE MONTH'S best piece of copy is one which Henry Meyer, the retail shoe merchant in Chicago, found and printed for display in all the Bostonian stores:

> We have made arrangements with the banks whereby we cash no checks and they sell no shoes.

"THE PRECEDENT," says TIME (and time is but a crazy-quilt of precedent) "is probably a wholesome one. U. S. commercial art has been a little behind that of the leading continental countries." This sage observation is made to comment guardedly on Arthur Rackham's drawings for Colgate. The answer to it is a four-letter word meaning "rats." U. S. commercial art has not been a little behind that of the leading continental countries. The general painter in certain leading continental countries is a better-trained individual than the general painter here; there are more of him; he is easier to persuade that working for trade need not imply a patronizing attitude or sloppy work. But his drawings have been, in the main, a little farther off the target of the advertisement than are commercial drawings here, because the continental advertiser isn't so literal in the limitations he lays down to hamper the artist. An advertising illustration in the leading continental countries is much more apt than not to fall under the heading, "General-All-Star-Entertainment"—just as Arthur Rackham's drawings do for Colgate. U. S. commercial art is just as far ahead of the continent in applying the picture to the condition of use of the product (and usually in applying a pretty good picture) as U. S. copy is ahead of continental in making a persuasive and plausible plea for purchase. The application of the picture to the advertisement is the first duty of commercial art; after that, let imagination and painting-ability follow, as they are following in cases too numerous to mention.

AND WITHOUT TAKING BACK a word of that defi, let us hasten to add that what "U. S. commercial art" needs is so much *more* imagination and painting-ability that the advertiser won't dare impose his literal limitations.

FOR WHEN YOU rely on imagination and painting-ability alone to make an advertisement, you get a German spark-plug poster, which has nothing whatever to do with spark-plugs and consequently won't sell any.

"WHY," headlines the R. F. Simmons Company of Attleboro, "wear a watch chain with a past?" Well, because you got it when you were twenty-one, for one reason. Or because it was your father's, your grandfather's, your friend's, or a great Forty-Niner's. Or because there is an air of simple stability that only a gobby old chain across the waistcoat seems to convey. Or because old chains were often more permanently designed than some of the newer wisps of platinum and cobweb. "Or," as the poet said in listing five reasons why men drink, "any other reason why." What we beg to inquire, in answer to the challenge trumpeted by the Messrs. Simmons in an effort to change one of the less vicious habits of a nation, is simply this: *why not?*

OUT WHERE the west begins they have a large way of doing it. A Cleveland jeweller issues to his prospects a form letter filled in with the lucky addressee's name, and reading exactly as follows:

> "Are your friends and companions going upon vacation?
> "Would an appropriate remembrance from you add to the pleasures of their sojourn?
> "You will find in our stock a great variety of gifts suitable for such occasions, and.....
> "If 'What to give' is vexing you then the enclosed booklet with eight pages of inspiration will save you time and solve your problem."
> "Very cordially,
> *(and the signature)*"

What the dots mean in paragraph three is a little obscure. They may be a typographical symbol for "insert here name of holiday"—or they may be a new method of tantalizing the addressee—or again they may be snitched, in common with most of the punctuation in the younger, franker fiction of the day, from Herbert G. Wells.

BUT NO MATTER about the dots. The cute little "enclosed booklet" consists of illustrations of jewelry in the Black, Starr & Frost manner, and advises, as an appropriate remembrance from you to add to the pleasure of your holidaying friends' sojourn, a silver tea set, a platinum bracelet, flat silver, or "diamonds." Marsh K. Powers says nothing gives him quite as much kick on vacation at the shore as to have some one throw him a rope of pearls.

ONE GATHERS, from a shuffling perusal of the advertisements in the magazines devoted to house-building and decoration, that a great company of manufacturers are making Individuality. It is offered in mouthful lots.

WESTVACO EGGSHELL

TO ACHIEVE SUPERIORITY IN HIS WORK IS THE AIM OF THE ARTIST. *WESTVACO* CRAFTSMEN ARE TRUE TO THE ART OF PAPER-MAKING IN THEIR DESIRE FOR SUPERIORITY, AS WITNESSED IN *WESTVACO EGGSHELL*, A BOOK PAPER OF UNUSUAL BULK AND FINISH.

Design by T. M. CLELAND

See *reverse side* for list of WESTVACO DISTRIBUTORS

The Mill Price List

Distributors of
Westvaco Mill Brand Papers

The Chatfield & Woods Co.	20 W. Glenn Street, *Atlanta, Ga.*
The Arnold-Roberts Co.	*Augusta, Me.*
Bradley-Reese Co.	308 W. Pratt Street, *Baltimore, Md.*
Graham Paper Co.	1726 Avenue B, *Birmingham, Ala.*
The Arnold-Roberts Co.	180 Congress Street, *Boston, Mass.*
The Union Paper & Twine Co.,	559-561 E. Swan Street, *Buffalo, N. Y.*
Bradner Smith & Co.	333 S. Desplaines Street, *Chicago, Ill.*
West Virginia Pulp & Paper Co.	732 Sherman Street, *Chicago, Ill.*
The Chatfield & Woods Co.	3rd, Plum & Pearl Sts., *Cincinnati, O.*
The Union Paper & Twine Co.,	116-128 St. Clair Ave., N.W., *Cleveland, O.*
Graham Paper Co.	421 Lacy Street, *Dallas, Texas*
Carpenter Paper Co. of Iowa,	106-112 Seventh St. Viaduct, *Des Moines, Ia.*
The Union Paper & Twine Co.	551 E. Fort Street, *Detroit, Mich.*
Graham Paper Co.	201 Anthony Street, *El Paso, Texas*
Graham Paper Co.	*Houston, Texas*
Graham Paper Co.	6th & Broadway, *Kansas City, Mo.*
The E. A. Bouer Co.	175-185 Hanover Street, *Milwaukee, Wis.*
Graham Paper Co.,	607 Washington Avenue, South, *Minneapolis, Minn.*
Graham Paper Co.	222 Second Avenue, N., *Nashville, Tenn.*
The Arnold-Roberts Co.	511 Chapel Street, *New Haven, Conn.*
Graham Paper Co.,	S. Peters, Gravier & Fulton Streets, *New Orleans, La.*
Beekman Paper and Card Co., Inc.,	318 West 39th St., *New York, N. Y.*
West Virginia Pulp & Paper Co.,	200 Fifth Avenue, *New York, N. Y.*
Carpenter Paper Co.	9th & Harney Streets., *Omaha, Neb.*
Lindsay Bros., Inc.	419 S. Front Street, *Philadelphia, Pa.*
The Chatfield & Woods Co.,	2nd & Liberty Avenues, *Pittsburgh, Pa.*
The Arnold-Roberts Co.	86 Weybosset Street, *Providence, R. I.*
Richmond Paper Co., Inc.	201 Governor Street, *Richmond, Va.*
The Union Paper & Twine Co.	*Rochester, N. Y.*
Graham Paper Co.	1014 Spruce Street, *St. Louis, Mo.*
Graham Paper Co.	16 East 4th Street, *St. Paul, Minn.*
R. P. Andrews Paper Co.	704 1st Street, S. E., *Washington, D. C.*
R. P. Andrews Paper Co.	*York, Pa.*

Manufactured by

West Virginia Pulp & Paper Company

Is Instalment Selling Out of Bounds?

[CONTINUED FROM PAGE 24]

tainly the seller's net turn-over profit is much in excess of that of the financing company's—no doubt it is more than 1 per cent and we can assure you that the financing company's net profit is usually less than 1 per cent on the turn-over.

Can we experience grief from the consequences of instalment buying so long as a proper proportion of the money spent constitutes a saving? Isn't a situation really existing, because of the growth of our country, with which we are not sufficiently familiar and which if better understood and compared with the increased ability of the public to purchase, would really appear more reasonable and not to have reached a state of alarm? In our disposition to regulate the other fellow let's be certain that we are fair to him and that we do not deprive him of happiness or prosperity. I believe that the selfish interests of buyer and seller can be depended upon to safeguard the future conduct of the business.

Much has been said, both pro and con, but I wish to assure you of the desire of reputable financing companies to assist in the growth of instalment selling only along the lines of sound business policy—which means something more than immediate profit. As we learn more from experience with a problem, new lights are shed upon it and new methods are born. This is not the work of a few, but of the whole.

F. Bailey Vanderhoef

General sales manager of the Tide Water Oil Company, has been elected to succeed John F. Plummer, resigned, as president of the Tide Water Oil Sales Corporation.

Advertising Club of New York

Will conduct a series of thirty-seven lectures on advertising and selling, starting October 6, 1925. The lectures will be given by leading authorities actively engaged in the business of advertising. The enrollment fee is ten dollars.

Association of Newspaper Advertising Executives

Will hold a fall conference in Chicago, October 14, 1925.

The Mentor

Announces that beginning with the February, 1926, issue the size of the magazine will be expanded from Standard to flat.

Louis J. F. Moore

Advertising promotion manager of the New York *Evening Journal* has resigned his position to take over the advertising of the Murok Realty Company, St. Petersburg, Fla.

"Able and Efficient" Says War Department

"We acknowledge receipt of market prices on yarn to be sold by the Government under sealed bids, which will be opened at this office on April 5th. This office takes this opportunity to express its thanks for the able and efficient manner in which this data was prepared and submitted to this office by your representative."

The above is from the War Department, Office of the Quartermaster Supply Officers, and addressed to the Editor of the American Wool and Cotton Reporter.

The editorial matter of the American Wool and Cotton Reporter is authentic. It is relied upon by the Federal Government as well as by 9,000 textile mills in the United States and Canada. They all come to the American Wool and Cotton Reporter for information.

We publish scores of inquiries and answers to inquiries every week. The inquiry of one manufacturer covers also the troubles of scores of others. One inquiry published with the answer is of interest to every other manufacturer in the same line of business. The published inquiries and answers in the American Wool and Cotton Reporter are on subjects of interest to all textile men and the answers to the inquiries are furnished by our own editorial staff in co-operation with more than 500 individuals who are actually engaged in textile manufacturing.

More than 500 overseers, superintendents, mill officers, etc., give freely of their manufacturing experience to any person who makes an inquiry of us. This represents only a part of the service of the American Wool and Cotton Reporter.

The man who wants business in the textile manufacturing industry will advertise in the American Wool and Cotton Reporter and secure immediate and satisfactory results.

Standard 7 x 10 Page **Established 1887**
Charter Member A. B. C.

American Wool and Cotton Reporter

BENNETT SERVICE

Recognized Organ of the Great Textile Manufacturing Industries of America
The Oldest Textile Paper of Continuous Publication in the United States
Largest Net Paid Circulation in the United States of any Textile Publication

530 Atlantic Avenue
Boston

518 Johnston Bldg.
Charlotte, N. C.

Bakers Weekly A.B.C.-A.B.P. New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

PROVE IT! SHOW THE LETTER

If your salesman could show skeptical prospects the testimonial letters and orders received from satisfied customers, it would remove doubt and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use.
Write for samples and prices.
AJAX PHOTO PRINT CO., 21 W. Adams Street, Chicago

We Open An English Office

After 17 years of success as the pioneer commercial research firm in U. S., we now open European offices at Aldwych House, Aldwych, Strand, London, with A. L. McCredie as director. Splendid facilities available for Analyzing English and Continental Markets—use them.

THE BUSINESS BOURSE
15 West 37th St., New York City
Tel.: Fitzroy 6720

No reason why
Your Salesmen
shouldn't have as good tools as these

Gem Binders
make an
excellent "first impression" used for binding Sales and Advertising Bulletins, Photographs, Testimonial Letters, Price List Sheets, etc.

They are exceptionally attractive looking and thoroughly efficient, are easily operated, hold their contents neatly and compactly, fit nicely into a traveling man's brief case.

Not just cover-cases, but expanding loose-leaf binders
fitted with patented flexible staples, binding screw-posts or paper fasteners.
GEM BINDERS in Style "GB" are covered with heavy quality Art Fabrikoid, levant morocco grain finish or Spanish leather finish. They can be washed with soap and water, if necessary, for the removal of hand stains, without affecting the surface color or finish of the material.

We Will Gladly Submit Specimens for Inspection

H. R. HUNTTING CO., INC.
Worthington Street
SPRINGFIELD, MASS.

The "Twilight Zone" in Advertising Campaigns

By J. M. Campbell

THE Blank Company has decided to launch a new product. Name, package, price, territory in which the product is to be introduced—these and a dozen other details have been settled. The members of the sales force are on their toes, for the sales manager has infected them with his belief that the new product is going to sweep the country.

A practical introductory plan has been approved. There are to be demonstrators in all large stores; and every town and city in the three States in which the new product is to be brought to the attention of the public, are to be sampled.

An advertising appropriation, large enough to cover those three States, has been made. The advertisements have been prepared. Publications in which they are to appear have been selected. The electros are ready to be shipped. Two 24-sheet posters have been completed and street car cards for the first three months' run will be delivered Saturday of this week.

As far as anyone can see, all that remains is for the Old Man to say "Shoot!"

Yet, I'll venture to say, before the campaign is sixty days old, it will be found that a lot of things which should have been done have not been done. I'll go further and say that many of these things never will be done. Why not? Because they are in the "Twilight Zone."

Let me explain just what I mean by the Twilight Zone.

As every advertiser knows, an advertising campaign, like every other effort which extends over a period of months or years, is made up of a considerable number of minor efforts.

Without argument or discussion, the advertiser accepts responsibility for certain of these minor efforts.

In like manner, the advertising agent accepts responsibility for certain other efforts.

But, what the advertiser undertakes to do and what the advertising agent undertakes to do, by no means exhaust the list of things that should be done. Please note these five words—*things that should be done.*

Who will do them?

The advertiser may not regard them as important; they may not even occur to him; he may think the advertising agent intends doing them; or he may intend doing them himself—"later on, when I am not so busy."

The advertising agent may not regard them as important; he may think the advertiser intends doing them; or he may intend doing them himself—"when this rush is over."

The point I am trying to make is that if all the links in the chain which reaches from the manufacturer to the user are to be forged, a clear understanding must be reached as to who is to forge them.

These tables, while by no means complete, will make things clear:

What the Advertiser Does

*Makes a preliminary study of the possible market.

*Names the product.

*Designs the package.

*Decides as to the various sizes in which the product is to be offered.

*Fixes prices, discounts and terms of sale.

*Decides when, where and how the product is to be introduced.

Organizes, trains and routes sales force.

Organizes, trains and routes force of demonstrators.

Organizes, trains and routes force of samplers.

Establishes proper relations with jobbers and retailers.

Sees that the advertising—whether it take the form of posters, street car cards or space in newspapers—is ready in ample time, and that it appears when and where it should.

*With or without the assistance of the advertising agent.

What the Advertising Agent Does

Prepares the advertisements.

Selects the publications in which the advertising is to appear and makes contracts with them.

Sees that the advertising—no matter what form it takes—appears when and where it should.

"Checks" the advertising.

Pays and bills the advertiser for it.

The "Twilight Zone"

The preparation of leaflets or booklets to be used by demonstrators.

The preparation of leaflets or booklets to be used by samplers.

The preparation of direct-by-mail advertising to induce buyers to ask for the product by name.

The preparation of posters—or, at least, consideration of the advisability of using posters.

The preparation of street car cards—or, at least, the consideration of the advisability of street car advertising.

Contracting for appearance of posters.

Contracting for appearance of street car cards.

Preparation of store signs, window displays and various forms of silent salesmen.

Maintenance of satisfactory relations with jobbers and retailers.

"Selling" the product to the advertiser's own salesmen and operatives.

A Rayon Plant

"Watch RAYON!"

("Rayon"—the new name for artificial silk)

RAYON is making history. The story of this fibre rivals that of the radio.

Rayon was conceived in the mind of a Frenchman named Chardonnet, who had the audacity to attempt to imitate the work of the silk worm.

That was in 1884. But the major development of this new fibre has been concentrated within the past five years. In 1920, nine million pounds of Rayon were produced in America. This year the figure will exceed fifty million. In 1926 it is expected to reach seventy-five million.

Here is a man-made fibre which is independent of the whims of nature —droughts, excessive rains, the boll weevil, animal diseases, etc.

But Rayon will not replace cotton, wool or silk. It will always be more useful as an auxiliary to those fibres than as a self-fibre. It has already demonstrated its value as an impetus to sales in all branches of the industry.

* * * *

Textile World has fostered this newcomer since the beginning. It has published hundreds of articles about Rayon. Recently, however, interest in this fibre has become so intense and demands for information so insistent that a separately bound Rayon Supplement was printed with the issue of September 26.

That supplement contains the most complete and authoritative collection of facts about Rayon—it's history, manufacture, uses, etc. — in print.

The demands for that issue, both immediately before its publication and since, have been unprecedented.

* * * *

Let us repeat—watch Rayon—watch its effect on the textile industry. Better still—go after the business which Rayon and the improvement of conditions in the industry generally, insure.

* * * *

Have you received a copy of "How to Sell to Textile Mills"?

Textile World

Largest net paid circulation in the textile field

Audit Bureau of Circulations — Associated Business Papers, Inc.

BRAGDON, LORD & NAGLE CO.
334 FOURTH AVENUE NEW YORK CITY

650 Dimes

THE first advertisement for the Sani-Fold Toothbrush, appearing in July O. H., produced more than 650 coupons before the end of July.

Although toothbrush manufacturers are in the habit of offering sample brushes free to dentists, the Sani-Fold Company required the enclosure of 10 cents with each coupon.

Yet 650 dentists responded.

The response *Oral Hygiene* brings on coupon advertising shows the manufacturer who does not seek enquiries how thoroughly the *Oral Hygiene* advertising section is read.

Oral Hygiene

PITTSBURGH, PA.

CHICAGO: W B. CONANT, Peoples Gas Bldg., Harrison 8448.
NEW YORK: STUART M. STANLEY, 53 Park Place, Barclay 8547.
ST. LOUIS: A. D. MCKINNEY, Syndicate Trust Bldg., Olive 43.
LOS ANGELES: E. G. LENZNER, 922 Chapman Bldg., Vandike 5238.

In

SOUTH BEND

It's the

NEWS-TIMES

Our local advertising rates are 10% higher than the second paper.

We lead in local advertising.

Member of A.B.C.

Represented by

Lorenzen & Thompson, Inc.
New York

Chicago **San Francisco**

In Sharper Focus

H. C. Bursley

IF I could have had any influence at the time I should have been born in the State of Maine, the home of my family for several generations, but they conceived the idea that Maine was a good State to come from before I did, and came—a year too soon to allow me to make any such claim.

I was born in Washington, D. C. I went into newspaper work there as

soon as they would let me in and served on the *Times* and *Post* for ten years with short intervals as a reporter on the New York *World* Washington bureau, and as an editor on the Washington *Mirror* and *Capital*. Interviewed McKinley and Roosevelt and a vast number of prominent men in that ten years and wrote a lot of poetry good enough to print—in Washington.

I finallv got married and, necessity driving, got a paying job as an advertising man in New York.

I have been advertising and sales promotion manager of varnish manufacturing companies for the past sixteen years, of which more than half have been with the Murphy Varnish Company.

I believe they give me the credit of instigating the formation of the advertising organization in the paint industry. If I have a business hobby it is the search for methods of cutting down advertising waste, and I am chairman of a committee which is studying this question for the paint advertising group.

Outside of business I play bridge for diversion. It is important to record that I introduced the game among the commuters on the Northern Railroad of New Jersey nearly twenty years ago, because I want to be the first to make this claim which others may later dispute.

Paul T. Cherington

"SELF-CONSCIOUSNESS," writes the present director of research of the J. Walter Thompson Company, "is one of the most devastating of human reactions."

He might go a step farther and add that self-consciousness in an advertising man is just about fatal. But as Paul Cherington is an eminently successful advertising man and a juggler of statistics par excellence, his sudden application of the "devastating reaction" to himself strikes us as little more than an excuse—and not a particularly good one at that—for refraining from turning his very excellent literary style upon himself. So it becomes the duty of a novice to biograph one of the most erudite and respected, not to say prolific, writers in the business field.

Paul T. Cherington was born in Ottawa, Kan., some time during the last quarter of a century which produced the first germs of modern advertising and business methods. He was educated in public and private schools in Iowa, California and Washington (not D. C.), after which somewhat cosmopolitan upbringing he repaired to Ohio Wesleyan College for three years, later transferring to the University of Pennsylvania where he received A. B. and A. M. degrees.

Variety in Mr. Cherington's life was

not limited to schools and colleges, however. His business career, which is to a large extent professional, commenced in Philadelphia where he engaged in newspaper and editorial work. In 1908 he was called to the Harvard Graduate School of Business Administration where he served successively as instructor, assistant professor and professor until 1919, when he resigned to become secretary and treasurer of

"To rise above mediocrity — requires enthusiasm and a determination not to be satisfied with anything short of one's ideals."

Reproduced direct from an advertisement for Gold Flake Cigarettes

WHAT in the hands of average engravers seems but "a painted ship upon a painted ocean," becomes through the skill of a master of engraving a living, timbered thing of whistling sheet and straining line lurching through a foam-etched sea.

To reproduce in metal the spirit and life of the original subject, you must employ *above average* engravers—engraver craftsmen such as compose our staff.

If your present engraving service is unsatisfactory, we should like to place ourselves and our facilities on trial.

The EMPIRE STATE ENGRAVING COMPANY
165-167 William Street. New York

Ben Sweetland's Column

In which will be told stories of direct-mail campaigns he has created.

Building Printing Business by Mail

An old established commercial printing establishment decided to enlarge their field of activities and enter into the production of direct-by-mail and sales promotional literature.

A direct-by-mail campaign consisting of six pieces was prepared and mailed every two weeks for a period of three months to a selected list of 5,000 advertising managers.

Over $30,000 worth of new business was booked before the campaign was half completed and by the time the last mailing piece was placed in the mail the plant was operating with a night shift.

This plant profited in three ways by this campaign:—1st by the direct business received; 2d by the permanent customers placed on their books; and 3d by the volume of live leads furnished the sales staff for future follow-up.

Profitable business can be secured economically by direct-by-mail. Are you taking advantage of the possibilities it has to offer for *your* business.

We shall gladly give you further details on this campaign or on one that more nearly fits your business.

SWEETLAND ADVERTISING
INCORPORATED
DIRECT MAIL CAMPAIGNS
25 WEST 43RD ST.
NEW YORK

the National Association of Wool Manufacturers. He joined the J. Walter Thompson Company in 1922 as director of research and has served in that capacity ever since.

Mr. Cherington's public service record is long and distinguished, including, among others, appointments by the Boston Chamber of Commerce, the Bureau of Foreign and Domestic Commerce, the United States Shipping Board, and the chairmanship of the Educational Committee of the A. A. C. of W.

Starting in 1907 with a brochure, *The American Manufacturer and the Consul*, Mr. Cherington's facile pen has given to posterity the following works in the general field of business: *Advertising as a Business Force* (1912), *The Boston Market Situation* (1915), *Report of Majority Committee on Price Maintenance, Chamber of Commerce of the U. S. A.* (1916), *The Advertising Book* (1916), *The Port of Boston* (1917), *The Wool Industry* (1917), *The Elements of Marketing* (1920), *The Commercial Aspects of Styles and Fashions* (1924), and his latest book, published this year, *College Education for Business.* He is also joint author of *English Manual for Business* (1922).

All of which statistics would appear to indicate a distinguished career in a field where the competition of distinguished careers is keen. Taken *en mass* this record is more than a little formidable and perhaps to this element may be attributed the sudden attack of self-consciousness previously referred to.

Mr. Cherington speaks of the accompanying photograph as the only informal one available. "And not so very informal at that," he adds, "but at least it shows me in good company. The handsome gentleman with me is Frederick M. Feiker of the Society for Electrical Development, and I could write you a really glowing description of him. And there I am on his immediate left."

Earl Reeve

Formerly Western manager of the Curtis Publishing Company, has become associated with Blackett & Sample, Inc., Chicago advertising agency.

Mrs. E. G. Kidd, Inc.

Producer of "Pin Money" pickles, has sold a controlling interest in its plant to a group headed by John and James Cecil of Cecil, Baretto & Cecil, Inc., Richmond, Va., advertising agency.

American Radiator Company

New York, announces the resignation of B. S. Beach as assistant advertising manager.

The American Press Association

Announces that J. M. Hopkins has been made Northern manager of the New York-Florida Land Syndicate of which John H. Perry, president of the American Press Association, is the director. Mr. Hopkins has been advertising manager of the Association since February. George A. Riley, vice-president of the Association, has assumed the duties of advertising manager.

Advertising *Typographers*

A BOOKLET or brochure produced by Pittsford means that the typography and layout are good throughout—that the printing will measure up to the highest standards—and that there exists a pleasing harmony of paper, type, picture, color.

Ben C. Pittsford Company
431 South Dearborn St.
Phone Harrison 7131

for Sample Copies address:
KNIT GOODS PUBLISHING CORP.
93 Worth Street New York City

AID
The Only "Denne" in Canadian Advertising
You cannot effectively place your Canadian Advertising by merely consulting a Newspaper Directory. You need an Advertising Agency familiar with "on the spot" conditions. Write.
A·J·DENNE & Company Ltd.
Reford Bldg. TORONTO.

Jewish Daily Forward, New York
Jewish Daily Forward is the world's largest Jewish daily. A.B.C. circulation equal to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A Home paper of distinction. A result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

Mailing Lists
Will help you increase sales
Send for FREE catalog giving counts and prices on thousands of classified names of your best prospective customers--National, State and Local--Individuals, Professions, Business Concerns.
99% Guaranteed by refund of 5¢ each
ROSS-Gould Co. 377 N. 10th St. St. Louis

By Frank-Maurice, Inc., New York.—"Masters of Advertising Copy." Edited by J. George Frederick. A study of the principles and practices of copy writing. The book is the consensus of opinion in the form of chapters by twenty-five of the recognized leaders in this field, and is a work of practical value to those interested in advertising. Price $5.00.

By McGraw-Hill Book Company, Inc., New York.—"Psychology of Selling and Advertising." By Edward K. Strong, Jr., Professor of Psychology, Leland Stanford University. A discussion of the practical application of psychological principles to sales and advertising methods. It provides the advertising and sales executive and the business man in general with a practical outline of the basic psychological factors involved in the handling and influencing of others. Price $4.00.

By A. W. Shaw Company, Chicago.—"Psychology in Advertising." By Albert T. Poffenberger, Associate Professor of Psychology, Columbia University. A comprehensive study of the application of psychology to advertising from the point of view of the consumer. The book explains the complex desires of the consumer and outlines specifically their proper utilization for effective advertising. Price $6.00.

By The Blackman Company, Advertising, New York.—"Salesmen's Prize Contests." A study of prize contests for salesmen with plans, cautions and suggestions that will enhance their chances for success.

By The Studio, Ltd., London.—"Arts and Publicity," a special autumn number of *The Studio*. Edited by

PROSPECTUS FOR WIENER SECESSION
By FRANZ WACIK

Geoffrey Holme and with commentaries by Sidney R. Jones. This work provides a most complete record of the extent to which Art is combined with the organization of modern industry, and of the peculiar vividness and strength it has acquired in the process. The book has been compiled with great care and consummate craftsmanship and contains excellent specimens of the best work that has been done in this field in the United States, Canada, Great Britain and on the Continent. The book constitutes a comprehensive display of Press Advertising, Printing, Show Card, Booklet, and Poster Designing, the illustrations ranging from a poster full-page in color to a marginal sketch. The book is of especial interest to artists, students of art or publicity, advertisers, agents and copy writers. Price, wrappers, 7/6; cloth, 10/6.

"I read," *said the architect,* "ALL of The Architectural Record. The text gives me the news of progress in architectural design—plan and its expression. The advertising pages give the news of the new and standard products I use in my profession. The two things, like ham and eggs, are one and indivisible."

Ask us for the latest statistics on building activity—and for data on the circulation and service of The Architectural Record.

(Net Paid 6 months ending June, 1925—11,660)

***The* ARCHITECTURAL RECORD**
119 West Fortieth Street, New York, N. Y.
Member A. B. C. **Member A. B. P., Inc.**

CHATTANOOGA

IDEAL BRANCH OFFICE SITE IN SOUTHERN TERRITORY

Chattanooga, Tenn., Oct.—Many businesses, in all lines, have found that maximum results can best be secured in the southern territory through centrally located headquarters in the South.

Chattanooga, strategically situated in the center of the fourteen southern states, possesses many marked advantages as a branch office site and as a location for warehouses, assembly plants or similar units essential to efficient sales and service.

From Chattanooga, an accurate hand can be kept upon the pulse of the entire South; correspondence can be rapidly conducted to all points; salesmen can be effectively and economically routed; shipments forwarded quickly at low cost; real service can be rendered the southern trade.

Visit "The Dynamo of Dixie" or write for complete information.

CHATTANOOGA
CLEARING HOUSE ASSOCIATION
890 James Building
Chattanooga, Tenn.

Picture of an Unfortunate Advertising Man

With a closing date impending like unfailing doom, he finds that he gave insufficient instructions to his engraver. The results are, to put it mildly, "not so good." The "Process and Practice of Photo-Engraving" was published to eliminate just such occurrences. It is the most complete reference book on modern engraving practice ever published. Is there a copy in your office?

Note These Contents

Basic principles of photo-engraving, Making a photo-engraving, Principles of photography, Lenses and light, The camera, Making a line negative, Making a halftone negative, Negative turning and inserting, Photographic printing on metal, Etching, Routing, Halftone finishing, Laying tints, Color work, Photography of colors, Proofing and presses, Blocking, Electrotyping stereotypes, Repairs and corrections, Preparation of copy, Special methods and other processes.

The Process and Practice of Photo Engraving
By Harry A. Groesbeck, Jr.
260 Pages—280 Illustrations—$7.50

Doubleday, Page & Co.
Garden City, New York

Send me a copy of Harry A. Groesbeck Jr.'s authoritative work, "The Process and Practice of Photo-Engraving." If, at the end of ten days, I find it unsatisfactory, I will return it to you. If not, you may bill me for $7.50.

Name .....
Address .....
City .....State .....

THE FISHER-BROWN AGENCY of St. Louis recently forwarded us a renewal contract, saying: "It is gratifying now after the first season of advertising our client in your publication to be able to send you an additional contract for an increased number of insertions.

"Luck plays no part whatever in the delivery of a contract for this client. Hard, fast rules are set, rigidly fixed, and every effort stressed to obtain satisfactory results for all advertising that appears in publications."

Plain language, isn't it? And doesn't it tell you why *Furniture Manufacturer and Artisan* should be on your list, if it isn't now? Write us about it—we have more interesting information you may wish.

The Furniture
Manufacturer & Artisan
GRAND RAPIDS, MICHIGAN
A. B. C. A. B. P.

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index, National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co., Inc.
R. W. Ferrel, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7966

Old Subscriber Writes to the Advertiser

By C. Foster Browning

LAST spring a leading maker of men's hosiery O. K.'d a piece of copy and leaned back in his chair to look once more with evident satisfaction upon the splendid full color painting which accompanied it. In accordance with a carefully conceived plan of keeping each painting in the series decidedly seasonable in character, there was an artistic abundance of budding boughs. Upon one of these boughs appeared a robin with a bright red breast and a confident air. Looking at the robin, but from a safe distance in the grass, was a cat, while in the foreground, regarding both with an expression of amusement, stood a fashionably attired young fellow of the type that women admire and men respect.

The cat was a jolly cat, content, apparently, to derive some measure of enjoyment from the bird's antics and the spring sun, rather than to attempt a hurried and undignified repast. The robin was a cocky, competent bird, whose attitude plainly said, "Take a good look so you'll know me the next time." And the man was obviously not the kind to witness attempted bloodshed without strenuous interference.

The subtle humor of the painting made an irresistible appeal to all who saw it. The manufacturer liked it—and it now hangs in his office. The sales department was enthused. The agency head considered it a highly creditable piece of work. But "Old Subscriber," who has turned from newspaper editorial pages to advertising in the form of one of the manufacturer's own dealers, had serious objections as indicated by the following letter, which reached the factory three days after the advertisement appeared in print:

The senseless and cruel anti-cat crusade that is sweeping this country, propaganda spread through such advertisements as the inclosed, or insidiously inserted as part of the story in fiction, and in other ways too numerous to mention, is not swallowed by really thinking people. Nor am I alone in my determination to have no dealings with firms infected with catphobia. Other men (not alone farmers to whom the cat is one of the most useful domestic animals), authors, artists, city business men, and all who have the real S.P.C.A. spirit, be they men or women, deplore this asininity that has infected the unthinking and easily led.

Any person who knows anything at all about the out-doors knows that the shrew mouse, or meadow mouse, as it is commonly known, is a meat-eating animal, and destroys countless ground-birds' eggs and young ones each year. The cat is the greatest foe the meadow mouse has. If the cat kills a few birds annually, it more than repays that debt by the thousands and thousands of meadow mice, rats, common house mice that it destroys.

As a member of the S.P.C.A. I protest against the ignorant persecution of an animal that is as useful and as intelligent as the cat. Advertisements bearing this propaganda may give a certain satisfaction to their firms, but they are, to a greater and greater extent, as people become more thinking, alienating trade.

I very much regret that it is impossible for me to purchase any more of your goods; I liked them immensely.

A garage mechanic, from the Middle West, next essays the rôle of "Old Subscriber," directing his attack at the manufacturer of a well-known valve spring lifter. The advertisement, one of a cartoon series based on the theme of giving the mechanic "the other hand he ought to have," depicted a monkey hanging by his tail from a windshield and working with tools in all four paws, upon the "innards" of the car. The copy, written in a jocular vein, developed the thought that a monkey with tools in three or four hands might turn out a lot of work but that, unless a garage owner had the patience and ability to *train the monkey*, he would be doing himself a favor in supplying his men with this particular tool.

Not one man in a thousand could have taken exception to this advertisement yet *one man in some twenty or thirty thousand did*, and the manufacturer who received this letter would have put in a miserable morning had not his sense of humor come to the rescue.

PLEASE note the attached advertisement. I have been a mechanic for the past nine years and am at present part owner of a garage business here.

This advertisement has anything beat I ever ran up against. Do you really expect to sell those lifters to the men who have to use them with an ad like that?

Your opinion is, then, that all a mechanic needs is a pair of hands; that a monkey could be trained to repair an automobile?

I have worked in three different States and for a number of fairly well educated men, but to my knowledge none of them had time or money to train one of these would-be mechanics; neither were they foolish enough to entertain such an idea.

Perhaps it is unknown to you, but all the mechanics I have ever worked with were strictly human, and most of

them were paid for what they had in their heads—not in their hands.

This ad will cost you more than you ever hoped to obtain from it if the men who use valve lifters have to read it.

Years ago the publication of a tobacco advertisement featuring an illustration of Izaak Walton brought forth letters from unknown anglers who insisted that the fishing reel (for one was shown) had not been used during the lifetime of the author of the "Compleat Angler." Replies were made, quoting authorities and including pencil sketches of the reels common to the period—and that was that.

Last month a retired railroad man made caustic comment concerning a head-on illustration of a moving train in which, owing to the composition, the tender was considerably foreshortened. "This is the first train," he wrote, "that I have ever seen without a tender. It must be most annoying to carry the coal in the Pullman." Yet fifteen active railroad men, to whom the advertisement was afterward exhibited, all recognized the tender at a glance.

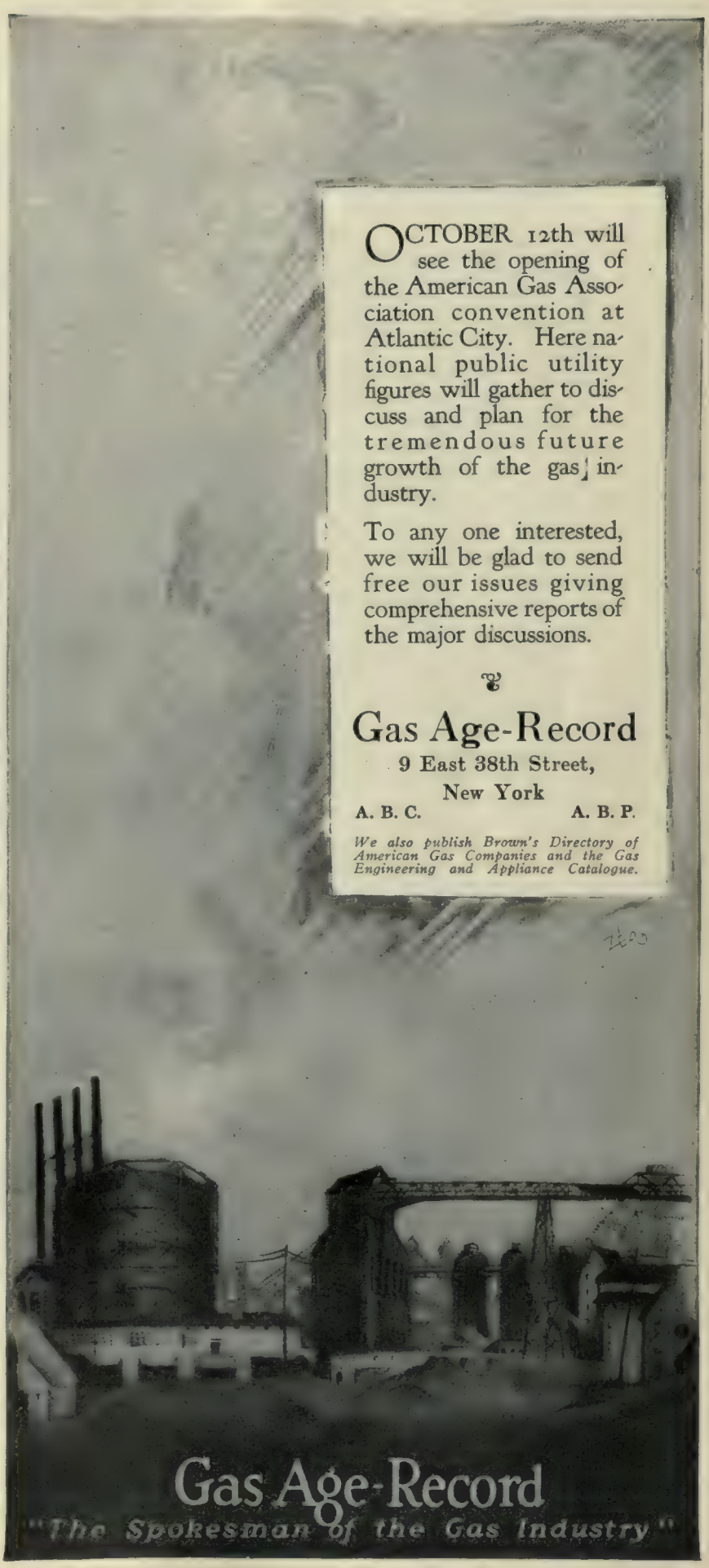
A banking advertisement which made casual reference to Fitch's steamboat called forth an angry protest from a self-styled historian, who maintained that it was not at *Burlington* but *just beyond Burlington* that the craft ceased functioning.

And many of us are familiar with the misfortune of the shampoo manufacturer who was deluged with letters from horrified Comstockians who called attention to the fact that, as the lady with the child shown on his posters wore no wedding ring, his publicity was a menace to the morals of the nation.

It had not occurred to any of these writers that the lady might have placed the ring upon the washstand—as my wife does, for nothing much occurs to Old Subscriber. Nothing, that is, save the thought that he would like to write a letter to somebody—about something—somewhere.

Export Round Table

New York, held the first of a series of luncheons at the Advertising Club of New York on September 22. W. G. Hildebrant, president of the Gotham Advertising Company, is chairman of the committee in charge of these luncheons. He stated that it was the plan of the committee to have manufacturers prominent in the export field address these gatherings for the purpose of giving those attending various angles on export conditions. C. K. Woodbridge, president of the Associated Advertising Clubs of the World and president of the Dictaphone Corporation, was the speaker. Mr. Woodbridge discussed several phases of the problem of foreign selling and stressed the importance of having an exhaustive knowledge of the markets in which American products are to be sold, not only with regard to local usage, requirements and ability to buy, but also from the standpoint of the necessity of adapting American methods of merchandising and advertising to foreign conditions.



Comparisons

VERY, very frequently comparisons are odious. Especially are they so to those at whose expense they are made.

Yet, comparisons are necessary. They are the only means by which we may determine upon quantities and values. If we wish to measure a piece of land we compare it with a standard—a square foot, an acre, a square mile.

Recently, I had a most interesting chat with my friend, Mr. Williams, of Kalamazoo. He mentioned the fact that a client of his had been brought to task for making a positive claim in its advertising for one of its products. Objection was made that comparisons should be avoided.

In our conversation, Mr. Williams brought out the thought that comparisons are unavoidable. That purchasing itself depends upon comparisons.

This garment at a certain price must be compared with other garments at the same or various prices before an intelligent selection can be made. The comparison must embrace consideration of material, design, workmanship, suitability, etc.

One magazine must be compared with other magazines for suitability, reader-interest, responsiveness, rate per page-per-thousand, etc.

The buyer must make the comparisons. The seller must help him. The honest seller helps him to select that which is best for his needs.

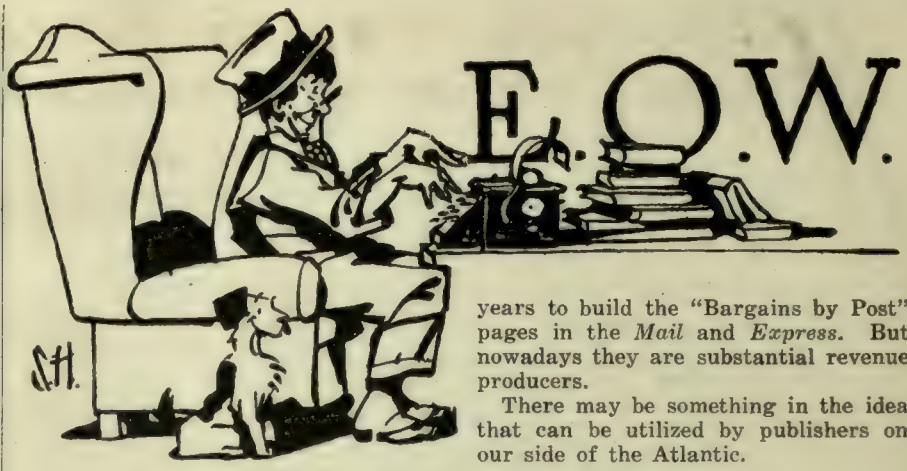
The honest seller is the shrewd seller. The dishonest seller foists. Eventually he licks himself.

The capable buyer can make his own comparisons. But heaven help the incapable one, in this day and age of dexterous selling.

A. R. Mayer.

for
INDUSTRIAL POWER
440 So. Dearborn St.
Chicago, Ill.

INDUSTRIAL POWER can stand and does welcome comparison.



At Sea

Agricultural Department

For a good many years, I have suspected that humor is a two-edged sword—that is, that it is just as likely to cut the man who uses it as the man against whom it is used. This morning, in mid-Atlantic, something happened which seems to prove that my suspicion is solidly founded. The sea was far from smooth and to add to my discomfort, it was raining, raining hard. Nevertheless, wrapped in a raincoat, I paced up and down the deck. The Chief Engineer fell in step, alongside me. It was too windy and the deck too "tippy" to permit uninterrupted conversation. Finally, we took refuge in a quiet corner.

Said I, facetiously, "I shouldn't think the farmers 'round here would need rain, would you?"

The Chief Engineer looked at me. Then, in a shocked tone, he said, "There aren't any farmers 'round here."

"No?" I asked.

"No," he answered.

"Off-Day" Advertising

Of London's morning newspapers, the *Mail* and the *Express* impress me as being, primarily, advertising mediums. I do not mean to intimate that they are not excellent newspapers or that they are not as intelligently edited as they might be. But, it seems to me, they are "out" to get advertising. Whether that is true or not, it is a fact that they carry far more advertising, in proportion to their size, than other London dailies do.

Mondays, Tuesdays, Wednesdays, Thursdays and Fridays, they have anywhere from a page to a page and a half or two pages of "drapery" (department store) advertising. The Saturday issues have little or no drapery advertising. In its stead, both the *Mail* and the *Express* have a page or so of "Bargains by Post" (mail-order advertising)—"an illustrated guide to a fascinating variety of everyday 'wants'."

The *Express* goes a step further. It devotes a page to setting forth the attractions of some one of Britain's resorts—partly descriptive, partly advertising.

I have been told that it took several years to build the "Bargains by Post" pages in the *Mail* and *Express*. But nowadays they are substantial revenue producers.

There may be something in the idea that can be utilized by publishers on our side of the Atlantic.

The Unknown Warrior

Could a nation's grief be expressed more touchingly than in the inscription over the grave of the Unknown Warrior in Westminster Abbey? This is it:

Beneath this stone rests the body
Of a British Warrior
Unknown by name or rank
Brought from France to lie among
The Most Illustrious of the land
And Buried There on Armistice Day
11 Nov. 1920 in the presence of
His Majesty King George V
His Ministers of State
The Chiefs of his forces
And a vast concourse of the Nation

Thus are commemorated the many
Multitudes who during the Great
War of 1914-1918 gave the most that
Man can give—life itself
For God
For King and Country
For loved ones home and Empire
For the sacred cause of justice and
The freedom of the world

They buried him among the Kings because he
Had done good toward God and toward
His house

Equally effective — because of its brevity — is the inscription on the face of the Nurse Cavell Memorial:

BRUSSELS
DAWN
OCT. 12, 1915

British Plumbing! British Teeth!

If I were asked, "What do Britishers need most" I am inclined to believe that my answer would be, "Fifty thousand dentists and a hundred thousand plumbers—all working overtime!"

I'm not joking—I am very much in earnest.

Man and boy; woman and girl—the people of these islands are pretty much alike in that, more often than not, their teeth are in an abominable condition.

As for plumbing, I know, before I enter a bath—or toilet—room, that three times out of four, I'll have trouble. I turn the faucet. Gurgle! Gurgle! Flop!, Nothing doing! I pull the chain. A gasp! A sigh! Again nothing doing!

JAMOC.

If Every Agency Man knew what every hardware man knows, Hardware Age would be on every hardware list.

The Human Side *of a* Great Business Publication

Back of every great enterprise is a human element contributed by those men whose experiences and personalities are reflected in that enterprise.

This is the element that molds opinion, creates good will and makes or mars its success.

Hamp Williams, Contributing Editor
(Practical Retailing)

HAMP WILLIAMS is one of the best known and most successful hardware merchants in the United States. His position in the trade is shown in the fact that he recently served as President of the National Retail Hardware Association and is at present a member of its Board of Governors.

Not only is Hamp Williams a highly successful merchant, but he knows the reasons for his success and is able to put those reasons clearly and forcefully before his audience. A business man and an executive he is also a constructive thinker and a versatile writer on merchandising subjects. He is now taking time from his busy work-a-day life to send business-building messages to his fellow merchants each week through the pages of HARDWARE AGE.

Starting with a meager capital, in a small Arkansas town, he has, by intelligent appraisal of his community's needs and intense application of business principles, built up a highly successful retail hardware institution and made himself a power in the commercial life of his State.

Hamp Williams' messages, coming as they do from the busy work shop of a capable practical merchandiser, have a direct bearing on the problems of hardware selling, which makes them of gripping interest and of actual dollars and cents value to hardware merchants.

By inducing Mr. Williams to share with his fellow merchants the benefits of his long and thorough retail experience, HARDWARE AGE has again displayed the enterprise which has made it for seventy years the helpful, dependable business guide of the hardware trade.

"The Most Influential Hardware Paper"

Hardware Age

A.B.C. A.B.P.

239 West 39th Street New York City

Fall and Winter
Outdoors:
Golf
Riding on the Beach
Boardwalk Activities
Aviation
Indoors:
Music and Entertainments

CHALFONTE-HADDON HALL
ATLANTIC CITY

will make your holidays happy days—winter or summer, spring or fall.

A number of persons have grown so enthusiastic that they have made Chalfonte-Haddon Hall their permanent or semi-permanent home.

On the Beach and the Boardwalk. In the very center of things. American Plan only; always open. *Illustrated folder and rates on request.*

LEEDS and LIPPINCOTT COMPANY

Tune in on WPG and Chalfonte-Haddon Hall

TOYCO Promotion BALLOONS
Toyco Promotion Balloons have a powerful child appeal. Ask us how to hitch this force to your sales.
Write Sales Service Dep't.
The TOYCRAFT RUBBER CO.
ASHLAND, OHIO

VICTOR Portable STEREOPTICON
has established the world wide standard of Projection Excellence
ADVERTISING SLIDES MADE-TO-ORDER.
Victor Animatograph Co.
315 Victor Bldg., Davenport, Iowa.
WRITE FOR COMPLETE INFORMATION

"INCREASING DIRECT ADVERTISING RETURNS"
A New Book by FLINT MCNAUGHTON

Here is a book YOU need. Filled with practical, result-producing information. Outlines plans for increasing returns in inquiries and sales; winning jobbers, creating demand, etc. Shows advertising fundamentals. Explains right practices and winning methods. How to increase pulling power in inquiry and order cards, coupons, order blanks, etc. Analyzes coupons in magazines and trade papers. Just the information all ambitious advertisers want and can turn into profit. Illustrated by reproductions of 201 advertisements. 220 pp. Cloth. *At Live Bookstores.*

$2.50

Sent Direct for $2.50

Selling Aid, 1304 Jackson Blvd., Chicago

Tomorrow's Business Miracles

[CONTINUED FROM PAGE 28]

experiments necessary to determine the possibilities of resulting mixtures of these metals in alloyed forms. The development of ultra-audible sound devices promises to open a new world to human senses. Four million tons of energy are given off from the sun in the form of light every second, and yet the human race today has failed to utilize any of this energy to lighten the burdens of mankind. Down in Florida a newly formed company is now manufacturing a solar water heater for the use of householders in the tropical regions. Over 5,000 of these heaters are already in use, and the first cost of the equipment is the last and only cost. To the average layman this solar water heater is a remarkable development, but there is no doubt that a few years from now people will be amazed that there was a time when such a crude device satisfied the needs of the householders.

THE present is a time of marvels, and the result must be an ever increasing succession of changes. The city of tomorrow will bear small resemblance to the town of today, for all of our thickly populated districts will be endless communities of canals and bridges — modern Venices with flowing tides of motors instead of water. The development of artificial light will bring in the building without a window, and the three classes of traffic—rail, wheel and foot—will each occupy its own level.

No one has an imagination equal to the task of visualizing the future. Hidden away in great laboratories are thousands of workers developing new materials and methods for use in the construction of super highways that will endure the wear and strain of a motor tonnage not now dreamed of. Others are busy solving the mysteries of the oceans with a probable outcome that will bear heavily on the problem of feeding the world.

Then there is the research on liquid oxygen that will probably revolutionize such industries as steel making and gas manufacture. Experiments in refrigeration, petroleum refining, aeronautics, metallurgy, radio, and in studies of the vacuum and of atoms, will revolutionize scores of industries in a manner unexpected.

There is no way to separate industry from science. American corporations that have been conspicuously successful are managed by men who recognize the truth that no idea is worth a hoot until you do something with it. Take almost any idea that has produced millions and investigation will show that hundreds of people had the same idea, but failed to do anything with it. The reason is that we live half lives, and let our mental engines run in low gear. With the wealth of scientific facts now open to us, there is no excuse for our

living below the limits of our possibilities.

With such facts clearly understood by the intelligent industrial executives today, it is most astonishing to witness the persistence which many industries exhibit in holding fast to wornout methods. The pity of it is that such a policy brings disaster to the standpatters because science nearly always distributes her gifts to those who recognize their value. An appreciation of research has often transferred the center of a world industry from one country to another practically over night. We say that necessity is the mother of invention, but it is even more true that Research is the Father of Industry.

Secretary of Agriculture Jardine

Has dismissed the complaint against the Armour-Morris Merger. This is regarded as establishing a precedent of the greatest importance to all recent, pending and future mergers, and as the setting up of one more milestone in the national progress toward sanity in the interpretation of the anti-trust laws.

The Charles Advertising Service

New York, will direct advertising for A. L. Rice, Inc., makers of "Powdrpaint."

Dorrance Sullivan & Company

New York, will direct advertising for the Magnavox Company, Oakland, Cal.

Ed. W. Hunter

Secretary-manager of the Advertising Club of Indianapolis, has been chosen director of the Club Service Department of the Associated Advertising Clubs. This department supplants the Educational Department. Mr. Hunter will take the place of Earle Pearson, who, September 15th, became general manager of the Association upon resignation of Carl Hunt. Reginald Colley, of the Educational Department staff will be field representative of the new department.

William I. Orchard

Of the George Batten Company, Inc., New York advertising agency, will be in charge of a course in the Essentials of Advertising to be given at the New York Evening High School, Irving Place and Sixteenth Street.

The Lawrence Fertig Company, Inc.

New York, will direct advertising for The Fulton Mercantile Company, Pittsburgh, Pa., and for The Caloroil Burner Corporation, New York.

Henry H. Hudson

Formerly associated with the Scripps Howard Newspapers in Des Moines and Cleveland, has purchased a controlling interest in the *Titusville* (Fla.) *Star Advocate.*

H. P. Nelson

Has joined Hal. T. Boulden & Associates, Inc., New York. Mr. Nelson will be chiefly concerned in the Eastern promotion of *All-Sports Magazine.*

WILL YOU HELP
Opportunity to Knock at Tenement Doors?

TIRED, sick and discouraged mothers and babies of New York tenements are appealing for an even chance for health—in many cases, an even chance for life itself.

The Judson Health Center, one of the largest and busiest institutions of its kind in America, is devoted to the care of these unfortunates. This care includes medical, dental, educational, nursing and countless other services designed to bring them back to health.

22,000 visits were made to the clinics of the Center last year and 14,000 visits were made to tenement homes by our field workers.

Here is a charity that does not pauperize. Its results are better motherhood and babyhood. We feel that it is worthy of the support which it must have if the work is to go on.

Will *you* send a contribution?

Please Make Checks Payable to the

JUDSON HEALTH CENTER

and send to HENRY H. BIZALLION, Treasurer of the Fund
Manufacturers Trust Co., Columbus Circle, New York, N. Y.

ADVERTISING AND SELLING EXPERIENCE

—at your fingers' ends

IN these four great books on advertising and selling in all branches you get the benefit of the experience of scores of the most successful business organizations of America. Solve the problem of your advancement by absorbing this clearly described experience. It may enable you to climb in a year or so farther than you would in five years' plodding along by your own personal experiences.

S. Roland Hall's Library of Advertising and Selling

Four Volumes, 3323 Pages, 5½ x 8, Flexible Binding, 1090 Illustrations. $1.50 in ten days and $2.00 monthly for eight months.

The big, well-paying jobs call for men with all-around knowledge of the entire selling business—advertising, personal salesmanship, planning, managing, etc. Add to your own experience a working command of the principles and methods that have been proved in the experiences of the most successful selling organizations. You get them—hundreds of them—in

The best experience of leading organizations

Covers as much ground as courses costing five or ten times as much. Complete campaigns of many kinds outlined. Thousands of sales ideas and plans, time-saving methods and stimulating suggestions for daily use in solving marketing problems of all kinds—manufacturer to small retailer. Examples taken from scores of such prominent concerns as Burroughs Adding Machine Co., Kuppenheimer & Co., Morris & Co., National Cash Register Co., American Radiator Co., Conklin Pen Manufacturing Co., Eastman Kodak Co., Marshall Field & Co., Lord & Taylor, United Cigar Stores, J. C. Penney & Co.

Special Library Price
$17.50
No Money Down
Small Monthly Payments
Examine the Library for 10 Days Free

FREE EXAMINATION COUPON

McGRAW-HILL BOOK CO., INC.
370 Seventh Avenue, New York

You may send me the HALL LIBRARY OF ADVERTISING AND SELLING for ten days' free examination.

If the books are satisfactory, I will send $1.50 in ten days and $2 a month until your special price of $17.50 has been paid. If not wanted, I will write you for shipping instructions.

Signed .....
Address .....
Position .....
Company .....A. F. 10-7-25

Direct Mail Association Convention Program

THE Direct Mail Advertising Association will hold its annual convention in Boston, October 28, 29 and 30. The general sessions will be held in Grand Hall, Mechanics Building. The following is the program prepared for the three days' session:

General Sessions

Wednesday Morning—October 28

8.30 *Registration.*

10.00 *Call to Order.*
Presiding Officer: CHAS. R. WIERS, President, D. M. A. A.
Greetings.
ARTHUR ROHN, General Chairman, Boston Convention Bureau.
ROLAND BOYDEN, President, Boston Chamber of Commerce.
WILLIAM F. ROGERS, President, Advertising Club of Boston.
GEORGE W. TAYLOR, President, Boston Typothetæ Board of Trade.

10.40 *"We're Beginning to Find Out Something About People."*
G. LYNN SUMNER, President, Association of National Advertisers.

11.30 (*Subject to be announced.*)
ALVIN C. DODD, Manager, Domestic Distribution Department, United States Chamber of Commerce, Washington, D. C.

Wednesday Afternoon, October 28

Presiding: JOSEPH MEADON, The Franklin Press, Detroit, Mich.

2.00 *Selling by Mail Throughout the World*
R. W. ASHCROFT, The F. E. Partridge Rubber Company and The Northern Rubber Company, Guelph, Ontario.

2.40 *Words—Words—Words.*
ARTHUR BRISBANE, The Hearst Publications, New York, N. Y.

3.20 *Which Is Yours—Direct Mail Advertising or Direct Mail Selling?*
RAY N. FELLOWS, Advertising Manager, The Addressograph Company, Chicago, Ill.

4 00 *Can Personality Be Capitalized in Advertising?*
GEORGE C. HUBBS, General Sales Manager, Ajax Motor Company, Racine, Wis.

4.30 *General Discussion.*

5.00 *Adjournment.*

Business Session of D.M.A.A.

Wednesday Evening, October 28

Thursday Morning, October 29

Presiding: HOMER J. BUCKLEY, President, Buckley, Dement & Company, Chicago, Ill.

9.30 *A New Conception of the Use and Presentation Through the Mails of Direct Mail Advertising Literature.*
JOHN C. REDINGTON, President, Du-Plex Envelope Corporation, Chicago, Ill.

10.10 *Charting a Mail Campaign on the Expected Returns Basis.*
GRIDLEY ADAMS, Rogers & Company, New York, N. Y.

10.40 (*Subject to come.*)
EDWARD T. HALL, Vice-President, Ralston Purina Company, St. Louis, Mo.

11.20 *Direct Mail, a Known Quantity.*
GLENN MUFFLY, Commercial Research Laboratory, Chicago, Ill.

Friday Afternoon, October 30

Presiding: HARRY B. KIRTLAND, The University Press, Cambridge, Mass.

2.00 *Good Will—and the Other Kind.*
JEROME P. FLEISHMAN, The Jerome P. Fleishman Personalized Advertising Service, Baltimore, Md.

2.40 *Graphic Analysis of Direct Mail Advertising Statistics.*
ROBERT L. BLANCHARD, Vice-President, Van Kannel Revolving Door Company, New York, N. Y.

3.10 *Direct Mail from the Rural Viewpoint.*
MARCO MORROW, Assistant Publisher, The Capper Publications, Topeka, Kan.

3.40 *What's Being Done to Adjust Postal Rates for Direct Mail Literature.*
RICHARD H. LEE, Counsel and Manager, National Council of Business Mail Users, New York.

Award of Trophies
Resolutions Committee Report
Invitations for 1926 Convention.

Retail Group Session

Thursday Afternoon, October 29

2.00 *to* 5.00 *P. M.*

Chairman: MISS JULIA C. COBURN, The LaSalle & Koch Company, Toledo, Ohio.

35% INCREASE in CIRCULATION

makes necessary

15% INCREASE in ADVERTISING RATE

SINCE the last A. B. C. audit the circulation of Forbes has increased so substantially that an adjustment in rate is necessary.

Effective with the November 1st issue the following rates will prevail.

80c per agate line
$350 per page

We will handle 2, 3, or 4 Color Advertising in 1926

Rates on Request

39% Increase in Advertising

1925 - - - - - - - -	260,971
1924 - - - - - - - -	188,450

FORBES

Members of A. B. C.
WALTER DREY, Vice-President
120 Fifth Avenue, New York

Financial Advertising Manager
Edwin V. Dannenberg
120 Fifth Ave., New York

Western Advertising Manager
H. S. Irving
Tribune Tower Bldg., Chicago, Ill.

Eastern Advertising Manager
Frank H. Burns
Little Bldg., Boston, Mass.

Press-Tested Electrotypes

The Test Proof Tells

Does *your* electrotyper pull Test Proofs on Special Test Presses of every plate he makes?

We do.

The Test Proof Tells

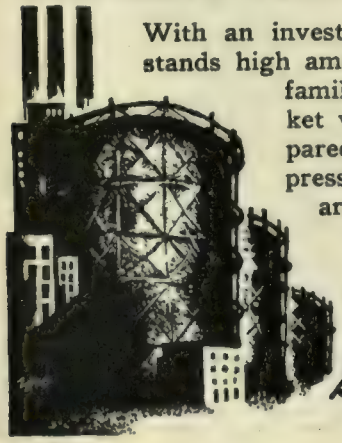
REILLY

Electrotype Co.

209 West 38th Street, New York

TELEPHONE FITZROY 0840

"Impressive Facts About the Gas Industry"



With an investment of $4,000,000,000, the gas industry stands high among the country's leading industries. To familiarize advertisers with the enormous market which this business affords, we have prepared an attractive little booklet entitled "Impressive Facts about the Gas Industry." You are invited to send for a copy.

Robbins Publishing Co., Inc.
9 East 38th Street New York

GAS ENGINEERING AND APPLIANCE CATALOGUE

How Long Will the Boom Last?

[CONTINUED FROM PAGE 27]

thus far, had comparatively little to do with the Florida boom. Like the crossword puzzle, the great Southern gold rush has rolled its own snowball.

Sooner or later, however, reaction will set in and a readjustment made. Not even a cold vegetable dinner is less inspiring than a commercial boom gone flat. Nevertheless, Florida's whole future will demand that sane and organized selling take up where hysteria left off. Advertising's real opportunity will come when Florida needs regular pay-its-own-way promotion. And Florida's real opportunity will come at the same time.

Agricultural Publishers' Association

Will hold their annual meeting in Chicago, October 15, 1925. Farm paper publishers from all parts of the country will be present. Several directors will be elected and other business of interest to the industry will be transacted.

Wm. H. Rankin Company

Chicago, will direct advertising for The Wheary Trunk Company, Racine, Wis.

Advertising Calendar

OCTOBER 12-13—First District Convention of Associated Advertising Clubs, Springfield, Mass.

OCTOBER 13-15 — Associated Business Papers, Inc., Chicago, Ill.

OCTOBER 14-16 — Financial Advertisers' Association, Columbus, Ohio.

OCTOBER 14—Fall conference of the Association of Newspaper Advertising Executives, Chicago.

OCTOBER 15—Annual Meeting, Agricultural Publishers Association, Chicago.

OCTOBER 15-16—Audit Bureau of Circulations, Chicago, Ill.

OCTOBER 19-21—Industrial Advertisers Association Convention, Atlantic City, N. J.

OCTOBER 26-27—Convention of Mail Advertising Service Association International, Boston, Mass.

OCTOBER 26-28 (tentative)—Insurance Advertising Conference, Boston, Mass.

OCTOBER 26-30 — Poster Advertising Association, Kansas City, Mo.

OCTOBER 28-30—Convention of the Direct Mail Advertising Association, Boston, Mass.

NOVEMBER 16-18—Annual Meeting, Association of National Advertisers, Inc., Washington, D. C.

NOVEMBER 22-24—Seventh District Convention, Associated Advertising Clubs of the World, Oklahoma City, Okla.

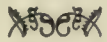
APRIL 12-14, 1926—Fourth District Convention, Associated Advertising Clubs of the World, Orlando, Fla.

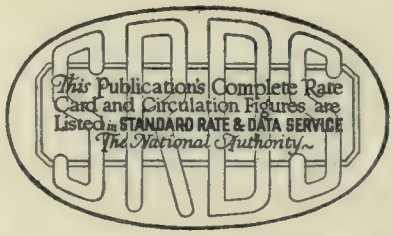
JUNE 19-24, 1926—Twenty-second Annual Convention, Associated Advertising Clubs of the World, Philadelphia, Pa.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.

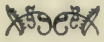
"We have come to depend greatly upon the STANDARD RATE AND DATA SERVICE, and we can assure you that we wouldn't want anything to happen which would cause its interruption."

Reo Motor Car Company





PUBLISHERS—This electro will be furnished to you free of charge. Use the symbol in your advertisments, direct-by-mail matter, letterheads, etc. It's a business-producing tie-up—links your promotional efforts with your listing in STANDARD RATE & DATA SERVICE.



USE THIS COUPON

Special 30-Day Approval Order

STANDARD RATE & DATA SERVICE,
536 Lake Shore Drive,
Chicago, Illinois.

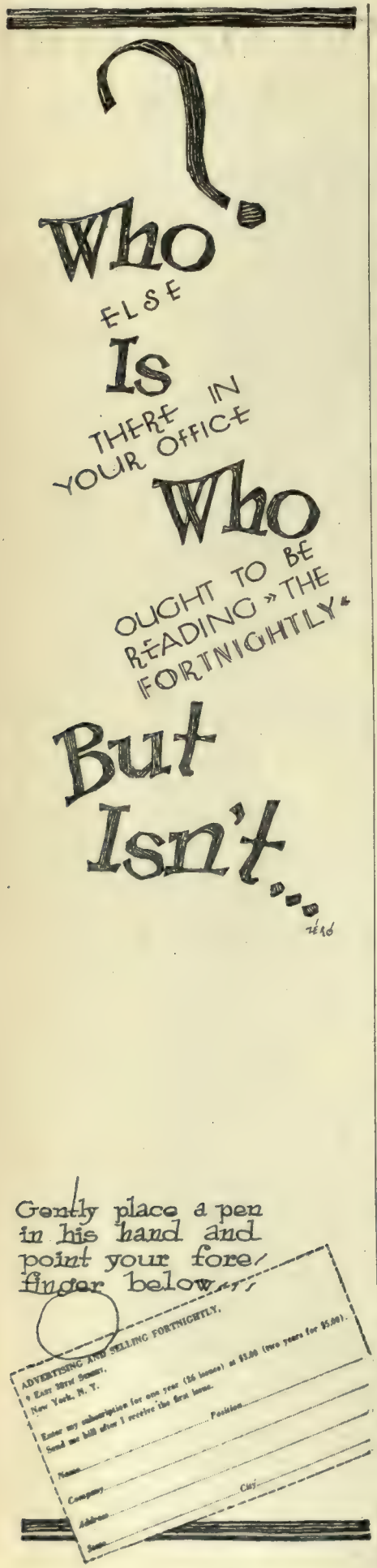
..... , 192....

GENTLEMEN: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30 days" use. Unless we return it at the end of thirty days you may bill us for $30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name ..... *Street Address* .....

City ..... *State* .....

Individual Signing Order ..... *Official Position* .....



Salesmen's Prize Contest

Plans—Cautions—Suggestions

THE sales contest has become a fixture in a great many concerns. A still wider application was brought on by the business slump following the war. Concerns that had regarded contests with suspicion tried them, found that they worked, and made them a regular part of the sales program. The contest idea has been broadened beyond simply forcing sales. Today's champions of the sales contest are as strong for its ability to build greater sales efficiency as they are for its power to increase volume of orders.

Here are points that have been stressed in some contests:

1. Number of calls per day.
2. Number of early morning or Saturday morning calls.
3. Opening up new accounts.
4. Getting bigger initial payments.
5. More regular attendance at sales meetings.
6. Getting men to fill out daily reports.
7. Getting orders above a certain minimum size.
8. Selling dealers in small towns or other places not regularly covered.
9. Opening up new outlets such as hotels and restaurants.
10. Getting "dead" customers to order.
11. Selling slow moving items that ordinarily receive a small percent of the salesman's time.
12. Getting customers to handle the whole line.
13. Increasing number of repeat orders.
14. Keeping down sales expenses.
15. Making demonstrations.
16. Spending time with jobbers' salesmen or educating retail clerks.
17. Making collections and getting credit information.
18. Sending in names for mailing lists.
19. Selling dealers on tying up locally with the company's advertising.
20. Putting up window or counter displays.
21. Helping dealers with their advertising.
22. Making reports and tabulations for merchandising and advertising departments.

Many contests are run simultaneously with an advertising campaign. The advertising makes a good and timely argument for the salesman to use on the dealer. The sales contest makes the advertising more valuable by the increased number of store displays and the number of dealers carrying the line.

Prize contests, it is claimed by their exponents, have these desirable effects on the salesmen:

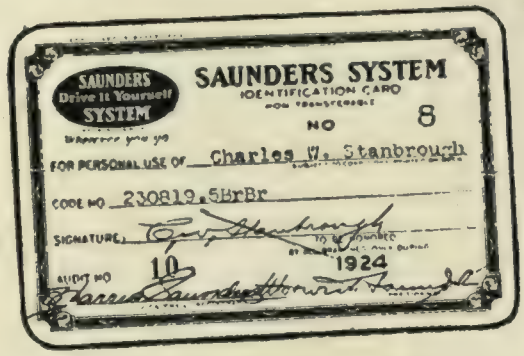
1. The desire to win a prize and the stimulus of competition spur the men to greater efforts.
2. The desire to win a prize makes the men think less of general conditions, about supposedly dull seasons.
3. A contest, especially if it is a regular event each year, draws the salesmen closer together, increases the friendly spirit when the "boys" are in the home office, gives them a common topic of conversation.
4. The contest, so it is claimed, also makes the men take a keener interest in their jobs.
5. Some sales managers say that a contest draws to the surface the best that is in a man. It makes it easier for the manager to pick the men who are to be promoted. In many cases a man can size himself up and know for sure whether he is on the right or the wrong track in life.
6. A contest not only makes it easier for the sales manager to pick his best men—but it assures the men that what they do will be noticed. The salesman knows that a contest is keenly watched, not only by the sales manager, but by all the heads of the concern. His efforts will register right at the top. There is no chance that his record will be buried. This is most evident where sales efficiency counts as well as sales volume.
7. By using a contest to get the men to do work which they would otherwise fail to perform, the executive is relieved of giving too many orders. Older salesmen who are settled in their ways dislike to be jogged. These men know their territories and they think they know the best way to get the most business. A contest pulls them out of the rut without getting them disgruntled.
8. A contest gives the sales manager some real news to put in his sales letters. It keeps his letters from growing stale and sounding as though he were always "bawling out" his men.
9. Contests are used to interest wives, mothers and families of salesmen. This is usually done by offering prizes which are attractive for the home.

A large electrical concern used a contest to get salesmen interested in the company's advertising. This also served as a fine way to get constructive advertising ideas from the salesmen. The salesmen were given the general theme of the advertising and were then asked to write advertisements which they thought best from their viewpoint.

Extracted from one of a series of memorandums on matters of interest to present or potential advertisers. Published and copyrighted by The Blackman Company, New York.

This Free Card Equips Your Men With Cars for Fall Selling in 25 States

No Investment!
No Upkeep!
No Deposit Required!



This card, without a cent of capital invested on your part, will supply each of your salesmen with a clean, new sales car at 85 Saunders System branches located to cover 20 to 25 States without driving more than a 50 mile radius from any important sales center and the trunk line railroads.

You pay only for the actual miles your men drive—for the calls and sales made. They drive the car only when it is a sales "asset," use railroads for long jumps or when road going is difficult. This is highly important for quick, economical coverage in fall and winter selling.

These Traveler's Identification Cards are issued without charge, accepted at any Saunders System station in lieu of cash deposit and save time at each branch. With them your man can get a car Monday a. m., keep it until Saturday p. m., and if he drives only one mile, he pays for only one mile. No hour charge or mileage guarantee required. Standard Insurance, Balloon Tire Equipment and Free Road Service also provided.

Please use form at the right of this page or write at once giving names of salesmen to be issued Traveler's Cards.

SAUNDERS DRIVE-IT-YOURSELF CO., Inc.
Executive Offices 319 Saunders Bldg. KANSAS CITY, MO.

EASTERN DIST.
Baltimore (2)
Richmond, Va.
Washington, D.C. (3)

ALABAMA
Birmingham (4)
Bessemer
Mobile
Montgomery (2)
Tuscaloosa (2)

COLORADO
Colorado Springs
Denver
Pueblo

FLORIDA
Tampa

GEORGIA
Atlanta (2)
Athens
Augusta
Columbus
Macon

ILLINOIS
Decatur
Galesburg
Moline
Peoria (2)
Rockford
Rock Island
Springfield

INDIANA
Evansville
Indianapolis (2)
New Albany
Vincennes

IOWA
Cedar Rapids (2)
Council Bluffs
Davenport
Des Moines
Sioux City
Waterloo

KENTUCKY
Louisville (3)

KANSAS AND MISSOURI
Kansas City (3)
St. Joseph (2)
St. Louis
Wichita

MICHIGAN
Detroit

NEBRASKA
Lincoln
Omaha (3)

OHIO
Akron (2)
Cincinnati (2)
Cleveland (2)
Columbus (3)
Dayton (2)
Norwood
Springfield
Toledo

OKLAHOMA
Oklahoma City
Tulsa

TENNESSEE
Chattanooga (2)
Knoxville
Memphis
Nashville (2)

TEXAS
Dallas
Houston

WISCONSIN
Milwaukee (3)

SAUNDERS Drive It Yourself SYSTEM
Wherever You Go! ©

Memo for Secretary:

Please follow thru on this:

SAUNDERS
DRIVE-IT-YOURSELF CO.
319 Saunders Bldg.
Kansas City, Mo.

Gentlemen:

I would like to have Traveler's Identification Cards issued for my men named below. I understand there is no charge for these cards.

Signed .....

Issue Cards for These Men:

1. Name .....
   Res. .....
2. Name .....
   Res. .....
3. Name .....
   Res. .....
4. Name .....
   Res. .....
5. Name .....
   Res. .....
6. Name .....
   Res. .....
7. Name .....
   Res. .....
8. Name .....
   Res. .....

Remarks .....
.....

are on the Mississippi Coast. People from all over the United States are coming to what has rightfully been called the "Riviera of America." Property values are steadily rising; millions of dollars are being spent on spacious hotels, attractive homes, paved roadways and other improvements; business conditions are good.

The Daily Herald "Covers the Coast"—from Waveland to Pascagoula—with a circulation of over 5,000. Manufacturers can profit by cultivating this prosperous and growing market through The Daily Herald.

THE DAILY HERALD

GULFPORT MISSISSIPPI BILOXI

Geo. W. Wilkes' Sons, Publishers

DISPLAY advertising forms of Advertising and Selling Fortnightly close ten days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the November 4th issue must reach us not later than October 26th. Classified advertisements will be accepted up to Saturday, October 31st.

National Miller
Established 1895
A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. paper in the field.
630 W. JACKSON BLVD., CHICAGO

LUMBERMEN
offer power plant equipment and mill accessory firms; building material and truck manufacturers a big sales field. For surveys ask
American Lumberman
Est. 1873 CHICAGO, ILL.

(a) *The How, When, Where and Why of Department Store Direct Mail Advertising.*
LESTER BROZMAN, Abraham & Straus, Inc., Brooklyn, N. Y.

(b) *We MUST Get the Business.*
V. EDWARD BORGES, Vincent Edwards & Company, New York, N. Y.

Financial Group Session

Thursday Afternoon, October 29
2.00 *to* 5.00 *P. M.*

Chairman: EDWARD A. COLLINS, Assistant Secretary, National Surety Company, New York, N. Y.

Export Group Session

Thursday Afternoon, October 29
2.00 *to* 5.00 *P. M.*

Chairman: WALTER F. WYMAN, General Sales Manager, The Carter's Ink Company, Cambridge, Mass.

(a) *Direct Mail Work in Straight Line Exporting.*
HENRY H. MORSE, Sales and Export Manager, Florence Stove Company, Florence, Mass.

(b) *How Gillette Increases Export Sales by Direct Mail Work.*
THOMAS W. PELHAM, Director of Sales and General Counsel, Gillette Safety Razor Company, Boston, Mass.

(c) *How to Use the Mails in Overseas Selling.*
A. E. ASHBURNER, Manager, Foreign Department, American Multigraph Sales Company, Cleveland, Ohio.

Sales House Organ Group Session

Thursday Afternoon, October 29
2.00 *to* 5.00 *P. M.*

Chairman: WILLIAM A. BIDDLE, Manager, Advertising Department, The American Laundry Machinery Company, Cincinnati, Ohio.

(a) *How to Edit House Organs That Sell.*
THOMAS DREIER, The Thomas Dreier Service, Winchester, Mass.

(b) *What Is a Store Magazine Worth?*
DOROTHY ENTWISTLE SWENSON, Editor *Clothes*, William Filene's Sons Company, Boston, Mass.

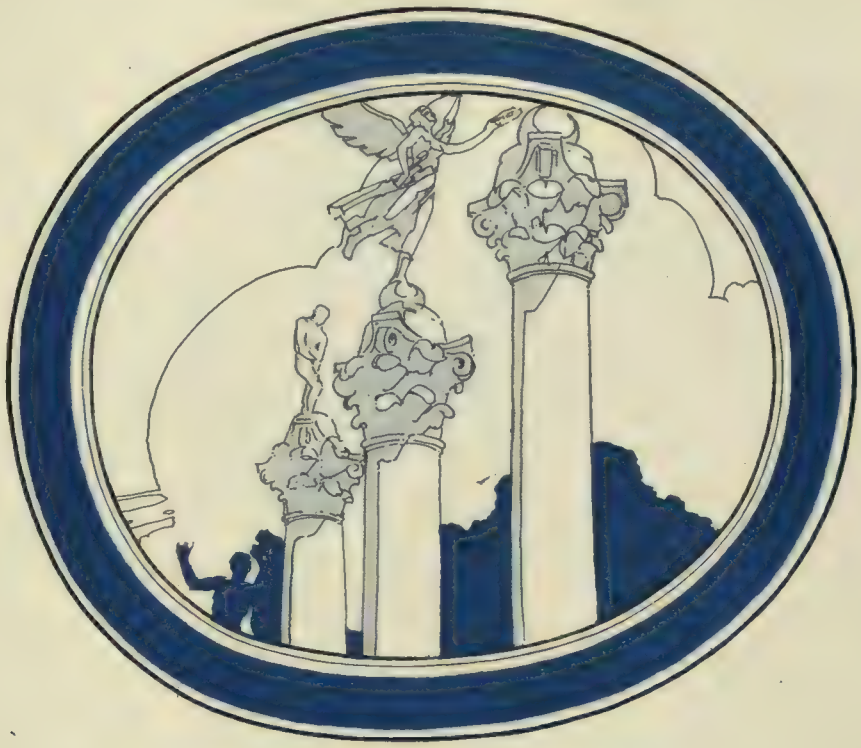
(c) (*To come.*)

Employees' House Organ Group Session

Thursday Afternoon, October 29
2.00 *to* 5.00 *P. M.*

Chairman: E. T. WILKINS, Editor *Schenectady Works News*, General Electric Company, Schenectady, N. Y.

(a) *Five Years as Editor of an Employee's House Organ.*
NELSON T. ZIEGLER, Editor *The U and I of Buick*, The



SELLING IN THE FORUM

THE Fortnightly's pages constitute a Forum in which it has dared to open for discussion some of the "sacred" issues of advertising.

It has, in its fight for a more serious and open consideration of the science of advertising, welcomed into its columns the opinions of the deans of the profession as well as those of the gifted young rebels.

To this Forum come those most intelligently interested in the matters at issue. Sales and advertising managers, company officers, buyers of space and prospective clients of agencies and advertising service.

They are all human beings, of course, and at other times may be thinking of wives, children, baseball, fishing or politics. But in this Forum they are thinking of advertising and its application to their own business problems.

The opportune moment, the excellent place, for publication or agency to remind these men of its existence and usefulness seems to be right here in this Forum, at a time when their minds are ripe for such information.

They may *see* your advertisements elsewhere. They will notice—think over—and probably *act upon* your advertisements in the Fortnightly.

Advertising & Selling FORTNIGHTLY

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(c) (*Subject to come.*)
HAROLD A. HALL, Advertising Manager, Eastern Territory, Tide Water Oil Sales Corporation, New York, N. Y.

Better Letters Group Session

Friday Morning, October 30
9.00 to 12.00 A. M.

(a) *How to Determine the Efficiency of Your Sales Letters BEFORE They are Mailed.*
EDWARD H. SCHULZE, Author of *Making Letters Pay.*

(b) (*Subject to come.*)
S. R. STAUFFER, Letter Counsellor, Minneapolis.

Producers' Group Session

Friday Morning, October 30
9.00 to 12.00 A. M.

Chairman: ROBERT E. RAMSAY, The Robert E. Ramsay Organization, New York, N. Y.

(a) *The Ethics of Salesmanship.*
JOSEPH MEADON, The Franklin Press, Detroit, Mich.

(b) *The Need of a Creed.*
DURANT F. LADD, The Tolman Print, Brockton, Mass.

(c) *The Budget Plan as a Business Builder.*
F. W. BOND, The F. W. Bond Company, Chicago, Ill.

"Exhibitors Review"

Is the name of the new daily edition of the *Exhibitors Trade Review.*

The Associated Organizations of the Art Center

Will hold their fifth annual exhibition of work done by members of the club, October 6 - 31, 1925.

The Plumbers Trade Journal Publishing Company

New York, will shortly begin the publication of a pocket-sized monthly to be known as *The Plumbing and Heating Jobbers' Salesman.*

D. E. A. Charlton

Formerly business manager of the *Mining Journal Press*, has been appointed manager of mining sales for the Goheen Corporation of New Jersey, paint manufacturers.

Louis Klebalm

Publishers' representative, New York, will direct the eastern advertising for the Rochester, N. Y., *Daily Abendpost.*

William W. Shaw

Formerly associated with the Caxton Company, Cleveland, has been appointed head of the direct mail and creative department of the Doyle & Waltz Printing Company, Cleveland.

Business Opportunities

An unusual mail order opportunity reaching 40,000 of the best consumer buyers in the United States. The entire cost is only 1c. a name including postage direct to the consumer. John H. Smith Publishing Corporation, 154 Nassau St., New York City.

GET YOUR COPY OF OUR BULLETIN OF PUBLISHING PROPERTIES FOR SALE
Address:
HARRIS-DIBBLE CO.,
345 MADISON AVE., N. Y. C.

Advertising Agency Associate—Successful salesman, exceptional copywriter, thoroughly versed in advertising and allied arts, seeks connection with progressive agency, highly qualified for both contact work and production. Box No. 313, Adv. and Selling Fort., 9 East 38th St., New York City.

More than 100,000,000 pounds, $25,000,000 worth of Babbitt Metals consumed annually in U. S. Patents recently secured embrace formula and process that will reduce cost to consumers 30 per cent. Owner of Patents has been successfully making and marketing Babbitt metals 25 years, would give up a $10,000 job to promote a $300,000 organization for handling a Million Dollar annual business with 100 per cent profit to stockholders. Address inquiries to Box 308, Adv. and Selling Fort., 9 East 38th St., New York City.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
14 West 40th St., New York City.
Telephone Penn. 3566.

MULTIGRAPHING—$2.50 per thousand, any size. Why pay more? Addressing, filling in, and mailing.
FEDERAL LETTER COMPANY
70 5th Ave. Phone WATkins 4263

COMPLETE MAIL ADVERTISING SERVICE
Work done in a manner to please the most exacting. Lists supplied, addressing, folding, inserting, sealing, stamping, mailing. Equipped for quantity production on a quality basis.
MAIL SALES CORPORATION
222 West 18th Street Watkins 1408

Service

DISTINCTIVE COPY SERVICE
Complete campaigns—features—readers verse—house organs published—advertisers anywhere write—Forrest W. Tebbetts, 623 Knickerbocker Bldg., New York City.

Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Service

JINGLES AND SLOGANS
My suggestions now in use by National advertisers. Send me your Booklet—strengthen weak points. Rates only $5 for preliminary analysis. Rose Mayo, Station F, Box 19, New York.

Position Wanted

ARTIST—Woman, Serious, Earnest, Creative—not headstrong! Decorative nudes, draped figures, design, lettering for flat and embossed printing. $55. Vandeveer Post Office, Box 7, Brooklyn, New York.

ADVERTISING MAN
Successfully managed agency catering specially mail order accounts; understands all details, accounts, employment, correspondence, space buying, exceptional record on credits, assume complete responsibility. Address J. W. Hubbell, 3938 Euclid Ave., Kansas City, Mo.

Copywriter, Christian, 26, University trained, wishes to connect with a medium sized New York City agency. A writer of pictorial copy which presents the selling point in seductive fashion. Plan and layout—Smooth roughs. Box No. 316, Adv. and Selling Fort., 9 East 38th St., New York City.

ADVERTISING MAN! RESULTS
wants part-time connection; former head women's apparel chain advertising; successful record with retailers manufacturers, mail order firms; salary reasonable. Finkel, Concourse Building, Jersey City, N. J.

PRINTER
Seeks position with agency or concern using printed matter in volume; can layout and plan; understands stock, plates, and their making, art work, binding, where to buy and proper cost; capable taking entire charge. Further details, Box No. 317 Ad. and Selling Fort, 9 East 38th St., New York City.

Artist and production man wants position, experienced in finished advertising art work; figure, design, lettering; handling engravings, printing, litho; salary nominal. Box No. 315, Adv. and Selling Fort., 9 East 38th St., New York City.

ADVERTISING MAN with a long successful record desires a permanent connection with a growing agency or an advertising department as a copywriter or production man; thorough, practical advertising experience, publication and direct mail, ideas, copy, layout, typography and printing. Box No. 312, Adv. and Selling Fort., 9 East 38th St., New York City.

Position Wanted

FOREIGN LANGUAGE MERCHANDISING
Recognized authority in this field wants chance to build up a real foreign language department for recognized agency. Valuable man to manufacturer or agency interested in pushing sale of foodstuffs or toilet goods. Louis Brewer, Floral Park, Long Island, N. Y.

Help Wanted

WANTED: Advertising representative on Pacific Coast for the Packing House News, the only Fruit and Vegetable Packing House and Scientific Marketing Journal in the world. Satisfactory terms to right man. State experience and references. Address: Peninsular Publishing Company, 52 Vanderbilt Avenue, New York, N. Y.

SALESMAN WANTED
Advertising solicitor in New York City on high class publication; state experience and give telephone number. Box No. 314, Adv. and Selling Fort., 9 East 38th St., New York City.

Wanted: Advertising representative for a hardware trade journal, strictly commission basis, to represent us in St. Louis territory and also a man for the Chicago territory or would consider a man to cover both territories. Box 310, Adv. and Selling Fort., 9 East 38th St., New York City.

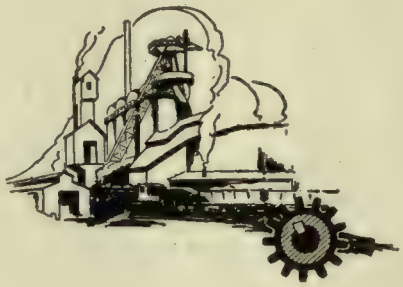
Salesman: One who is calling on advertising agencies, advertising and sales managers, manufacturers; who desires to increase his earning on part or full time; with little effort; the suggestion is all that is necessary. The proposition will not conflict with your present work—but will help you to a closer contact with your clients—commission and bonus. Give full details of your present work—territory you cover. Reference. Address Box 309, Adv. and Selling Fort., 9 East 38th St., New York City.

Miscellaneous

AGENTS' names neatly typewritten from our one day old inquiry letters. Price right.
K. WORLD
166 W. Washington, Chicago

BOUND VOLUMES
A bound volume of Advertising and Selling Fortnightly makes a handsome and valuable addition to your library. They are bound in black cloth and die-stamped in gold lettering. Each volume is complete with index, cross-filed under title of article and name of author making it valuable for reference purposes. The cost (which includes postage) is $5.00 per volume. Send your check to Adv. and Selling Fort., 9 East 38th St., New York City.

BINDERS
Use a binder to preserve your file of Fortnightly copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding one volume (13 issues) $1.85 including postage. Send your check to Adv. and Selling Fort., 9 East 38th St., New York City.



If you sell to Industry....

you know that the selling problems in the industrial field are not at all like those of the butcher, the baker and the candlestick maker in the general field.

For that reason, your advertising probably will be placed with one of the several good advertising agencies specializing in industrial accounts.

For almost ten years, we have handled nothing but industrial accounts. We are engineers, as well as advertising men. Our experience covers every angle of selling to industry—covers the problems peculiar to mines, railroads, architects and engineers, public utilities, manufacturing plants and the hundred and one other divisions of industry.

That hard-earned experience has shown us how to help our clients get the *profitable* business in industry. Can *anything* take the place of such experience?

You will be interested in the booklet "the advertising engineer" which gives some new thoughts on industrial advertising and offers a good way for us to get acquainted. Where shall we send it?

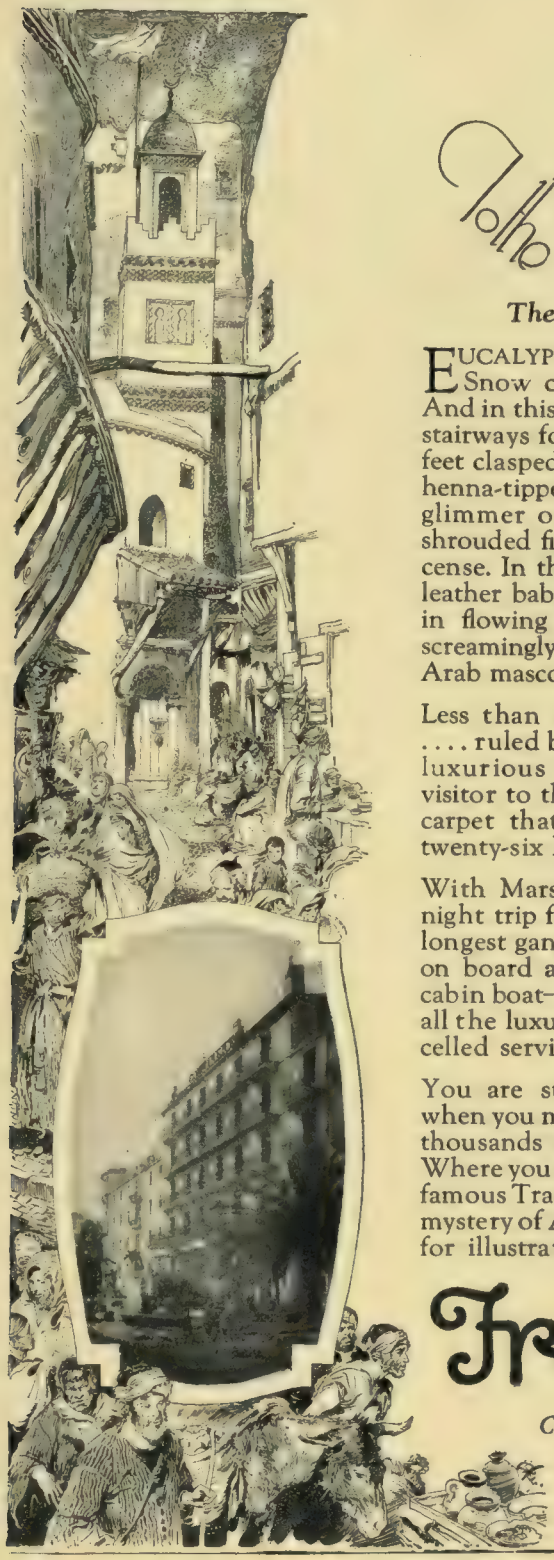
RUSSELL T. GRAY, Inc.

Advertising Engineers

Peoples Life Building, Chicago

Telephone Central 7750

INDUSTRIAL ADVERTISING EXCLUSIVELY



The KASBAH,

The Enchanted Part of Algiers

EUCALYPTUS woods above. The blue bay below. Snow crowned mountains in the distance. And in this setting . . . . Algiers! With its narrow stairways for streets. Its veiled women . . . . bare feet clasped by heavy golden anklets . . . . fingers henna-tipped. Its dim Houses of Allah . . . . the glimmer of hanging lamps cast on prostrate shrouded figures . . . . the air opalescent with incense. In the bazaars . . . . the cobblers stitch red leather babouches. Black bearded M'zabites pass in flowing Arab garb. Merchants and buyers screamingly bargain. The "Hand of Fathma," the Arab mascot, is for sale.

Less than a century ago, this was Pirate Town . . . . ruled by the scoundrelly Kasbah. Today, the luxurious Hotel Continental entertains the visitor to this cosmopolitan city. And the magic carpet that sails to Algiers from Marseilles in twenty-six hours is — a French Liner.

With Marseilles and the Riviera only an overnight trip from Paris . . . . why not start up "the longest gangplank in the world" now? You step on board a DeLuxe French Liner — or one-class cabin boat — in New York. For six days, you enjoy all the luxuries of a hotel afloat . . . . with unexcelled service, cuisine and happy companionship.

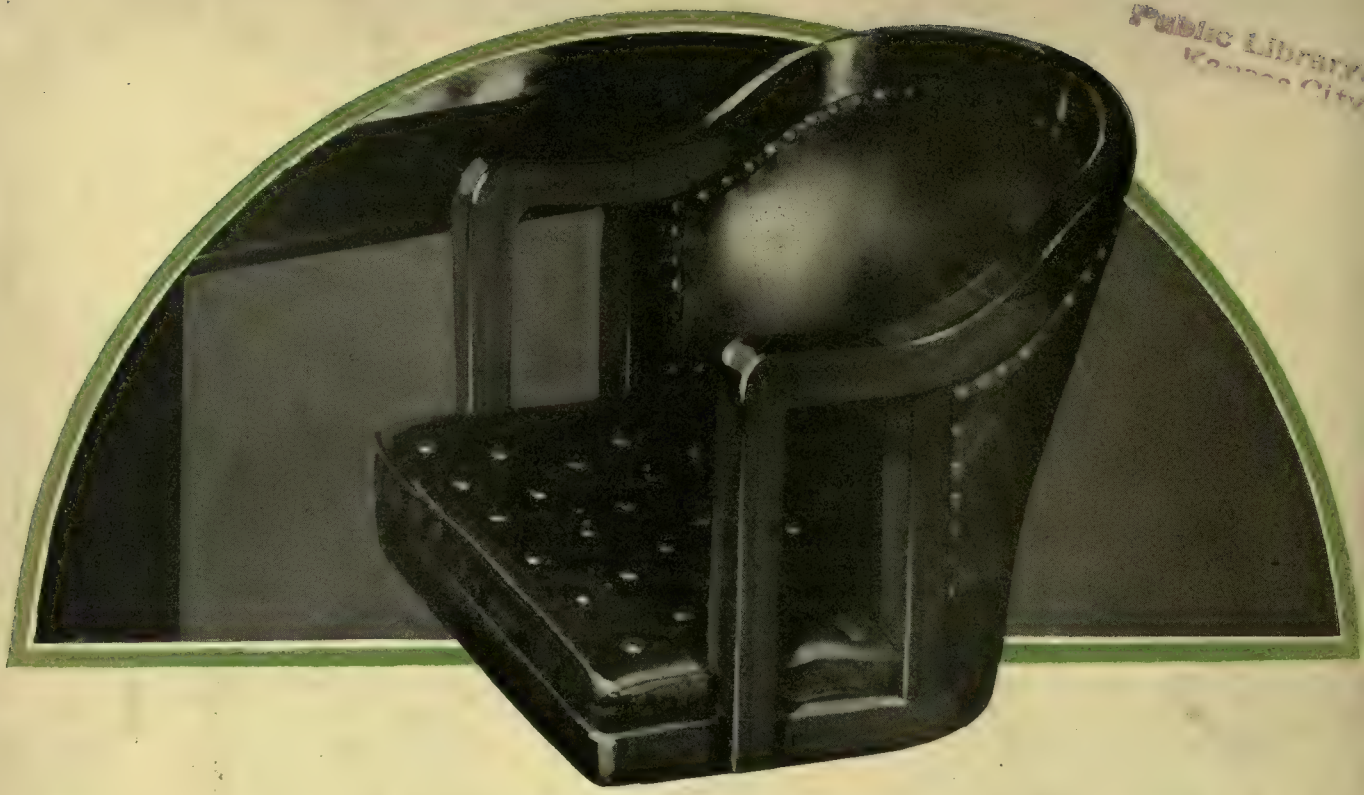
You are still under French Line management when you motor into the heart of Islám . . . . over thousands of miles of fine macadam highways. Where you enjoy the luxuries of the twenty-seven famous Transatlantique hotels in the color and mystery of Algeria, Tunisia and Morocco. Write for illustrated brochure . . . . . a trip in itself.

French Line

Compagnie Générale Transatlantique
19 State Street, New York

Offices and Agencies in Principal Cities of Europe and the United States

Public Library
Kansas City



The Vacant Editorial Chair

THE easy way to fill the editorial pages of a business paper is to sit comfortably in a swivel chair and re-write and expand such news as drifts into the office.

The harder way—and the more expensive—is to bid good-bye to swivel-chair comforts and get out on the firing line where the news is breaking.

That's why you will find the writing men of National Petroleum News out in the production camps when new pools are being brought in, climbing around refineries where improved processes are being developed, riding tank trucks to study buying habits, rubbing elbows continuously with the men responsible for the forward steps in a giant industry.

The annual editorial cost alone of National Petroleum News is greater than the total advertising and subscription revenue of the majority of publications in its field: Its telegraph bills alone would pay the editorial salaries of many a lesser business paper.

Does this money-spending policy pay?

The proof lies in the fact that reader-interest in National Petroleum News is so high that its paid circulation is by far the largest ever attained in the Oil Industry and grows steadily without recourse to circulation "drives".

And a second proof lies in the fact that reader-*responsiveness* is so active that for years past National Petroleum News has carried the largest dollar-volume of advertising ever reached by any oil paper.

WOULD you like to see what kind of a paper results from the policy described here? Let us send you a recent copy for easy-chair inspection at your home. You won't need to be an oil man to recognize the vitality, the thoroughness and the human interest of N. P. N.'s editorial handling and understand why oil men telegraph in to us when a copy goes astray in the mail.

Member: A. B. C.

NATIONAL PETROLEUM NEWS
812 HURON ROAD CLEVELAND

Member: A. B. P.

District Offices:

TULSA, OKLAHOMA 608 Bank of Commerce Bldg, | CHICAGO 360 North Michigan Ave. | NEW YORK 342 Madison Ave. | HOUSTON, TEXAS 608 West Bldg.

NATIONAL PETROLEUM NEWS

Two Sections—Section One

Library, Kansas City, Mo.

Advertising & Selling FORTNIGHTLY

Drawn by Frank Swift Chase for Davey Tree Expert Co., Inc.

OCTOBER 21, 1925 15 CENTS A COPY

Public Library, Kansas City, Mo.

In this issue:

"Where Leakage Weakens Advertising Force" By W. R. Hotchkin; "Going After the Banker With the Right Bait" By William R. Basset; "They Want to Know the Results!" By S. H. Giellerup; "Apportioning the Appropriation Among Industrial Markets" By A. M. Staehle; "Where Shall I Get Salesmen?"

Where Local Advertisers Lead Others May Profitably Follow

That local display advertisers buy space in proportion to the direct results obtained, is a principle of business generally accepted by experienced and successful advertisers, both local and national.

In Chicago the "results obtained" are indicated by the figures supplied by the Advertising Record Co. for the first nine months of 1925. According to these authoritative figures, The Daily News in that period published 11,145,-645 agate lines of local display advertising, as against 9,147,423 agate lines published by its nearest competitor in this field—a morning newspaper.

THE CHICAGO DAILY NEWS

First in Chicago

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume 5. No. 13. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.

"Coordinating Advertising with Sales"

Address delivered before the 1925 Convention of Associated Advertising Clubs of the World

By

ARTHUR W. SULLIVAN

Vice-President

Joseph Richards Company, Inc., New York

MR. Sullivan's address is notable for the ideal of advertising agency service which it establishes and develops. And this ideal, as presented in his address, represents the policy of the Joseph Richards Company, Inc., in its relationship to its clients; a policy which is helping to build sound, profitable sales and advertising programs. In response to numerous requests for reprints of Mr. Sullivan's address, we have published it in booklet form. Any interested business executive may obtain a copy by writing us.

JOSEPH RICHARDS COMPANY, INC.

251 PARK AVENUE · NEW YORK

An advertising agency established 1874

Member American Association of Advertising Agencies

"FACTS FIRST — THEN ADVERTISING"

THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK

If you want to know about our work, watch the advertising of the following:

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
TAVANNES WATCHES
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
WELLSWORTH OPTICAL PRODUCTS
TARVIA
DUZ
WALLACE SILVER
HAVOLINE OIL
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEW TT WORK-LIGHT
SILVER KING GINGER ALE
ORPHOS TOOTH PASTE
BONDED FLOORS
TAO TEA BALLS
NEW-SKIN

What we've done for others we can do for you.

Member of the American Association of Advertising Agencies
Member of the Audit Bureau of Circulations
Member of the National Outdoor Advertising Bureau

Page 5—The News Digest

Associated Business Papers, Inc.

Will award prizes in the business periodical field similar to the Pulitzer awards for newspaper work. There will be three annual prizes of $500 for the following: Definite and outstanding service to the industry or trade with which the publication is connected; definite and outstanding contribution to an improvement in public relations on behalf of the trade or industry; special journalistic achievement.

American Association of Advertising Agencies

Announces the election of Roy S. Durstine, Barton Durstine & Osborn, Inc., New York, as president. Other officers are: vice-president, James W. Young, J. Walter Thompson Company, Inc., Chicago; secretary, St. Elmo Massengale, Massengale Advertising Agency, Inc., Atlanta, Ga.; treasurer, H. K. McCann, The H. K. McCann Company, New York.

C. C. Winningham

Detroit, will direct advertising for The Frederick H. Young Company, Toledo, Ohio, manufacturers of cosmetics.

G. Lynn Sumner

Has resigned as president of the Association of National Advertisers. He has been succeeded by Carl J. Schumann, secretary of the Hilo Varnish Corporation, Brooklyn, vice-president and chairman of the board of directors of the Association.

Associated Advertising Clubs of the World

Twelfth district (Pacific Coast Advertising Clubs Association), will hold its annual convention at San Francisco, July 5-8, 1926.

Directory and Reference Media Department

Of the National Advertising Commission, Associated Advertising Clubs of the World, reelected all its officers at a recent meeting.

Frank J. Fannon

Formerly with Rand, McNally & Company is now connected with the Educational Advertising Company, Inc., New York, representing *The Scholastic.*

Gray Advertising Company, Inc.

Kansas City, announces that W. W. Burgess and L. D. Johnson, president and treasurer of the company respectively, have resigned their positions and disposed of their interests. Ward H. Webb, formerly vice-president of the company, has purchased the holdings of Mr. Burgess and Mr. Johnson.

The Thumbnail Business Review

By Floyd W. Parsons

THE increase in business activity is becoming more pronounced. There are definite indications that we are emerging from what we have called a state of good business, into an era of more or less general prosperity. Whereas our industrial policy has been to buy from hand to mouth, the present tendency in many lines now is to place forward orders. Whether this portends the coming of another period of inflated inventories and frozen credits is not yet clearly evident.

¶ Orders are accumulating in iron and steel, while even the textile industries show signs of coming to life. August imports came near setting a new record, and reached a total that all but closed up the gap between exports and imports. Speculative activities have reached a stage that is causing many people to become apprehensive. Not only have stock exchange transactions set new high marks, but building construction, railroad traffic, automobile output, cement production, gasoline consumption, mail order sales and bank clearings have attained to unprecedented levels for this time of the year.

¶ On the favorable side of the sheet are several factors of much importance. Our excess of productive capacity in most industries will likely prevent a dangerous and unjustified rise in commodity prices generally. A very material increase in railroad equipment and efficiency has, to a large extent, removed the menace of a traffic congestion. The steady advance in interest rates is causing somewhat of a tightening of money that may at least partially restrict excesses in speculation. Industrial employment is high, agricultural conditions are the best in several years, and the assurance of a large cotton crop makes it reasonably certain that the buying power of the South will be satisfactory.

Charles C. Green Advertising Agency, Inc.

New York, will direct advertising for Eimer & Amend, same city.

George Batten Company, Inc.

New York, will direct advertising for the Dutchess Manufacturing Company, Poughkeepsie, N, Y., manufacturers of trousers and knickerbockers.

Harlan G. Greenfield

Formerly advertising manager of *Architecture,* has become associated with Devoe and Raynolds Company, New York.

The Powers-House Company

Cleveland, will direct advertising for The Van Sweringen Company, same city.

Mumm-Romer-Jaycox Company, Inc.

Columbus, Ohio, will direct advertising for the Cleveland Tractor Company, Cleveland, Ohio.

Barton, Durstine & Osborn, Inc.

New York, will direct advertising for the Creo-Dipt Company, Inc., North Tonawanda, N. Y., manufacturers of "Creo-Dipt" stained shingles and stains.

Richard A. Foley Advertising Agency, Inc.

Philadelphia, New York office, will direct advertising for the United Hotels Company, New York.

J. Walter Thompson Company, Inc.

New York, will direct advertising for the Good Luck Food Company, Inc., Rochester, N. Y., manufacturers of "Good Luck" desserts and pie crusts.

Reimers & Osborn, Inc.

New York, will direct advertising for the Aetna Insurance Company, Hartford, Conn.

The Wildman Advertising Agency

New York, will direct the mail-order advertising of the Highland Park Knitting Company, New Brunswick, N. J.

G. Lynn Sumner

Formerly vice-president of the Woman's Institute, New York, and for several years advertising manager of the International Correspondence School, has established an advertising agency in New York known as The G. Lynn Sumner Company. Mr. Sumner was until recently president of the Association of National Advertisers, and is a contributing editor of ADVERTISING & SELLING FORTNIGHTLY.

Outdoor Advertising Agency of America, Inc.

New York, will direct the outdoor advertising of the J. N. Collins Company, Minneapolis and Philadelphia, manufacturers of Honey Scotch Candy.

[ADDITIONAL NEWS ON OTHER PAGES]

A NEW SIDE TO AN OLD TRIANGLE

The new interest that the vote has brought into the lives of women has made THE LITERARY DIGEST as necessary to women as it is to men.

In the old days women's supreme interests were three: COOKING, CHILDREN, CLOTHES, to which has now been added CITIZENSHIP.

The new duties and responsibilities, the opportunities in business and in the professions, the need to know what is going on in order to talk and act intelligently, have made women turn to The Digest in such large numbers that to-day The Digest is actually read by a few more women than men, and it is preferred by the women in Digest homes, who by a large majority vote it to be more necessary than any women's magazine.

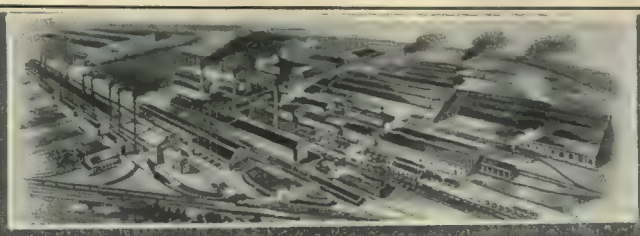
The 1925 analysis of The Digest's circulation fixes the number of readers and divides them as to age and sex. We found that there are:

2,388,925 Women and Girl Readers
2,320,368 Men and Boy Readers
3·3 Readers per family

The Digest is preeminent as a family magazine. Examine its advertising pages and note the regular appearance of the advertising of those who make products used in the home and for the personal use of the women who read The Digest. Many of America's greatest advertisers of household products are regular Digest users.

A greater number of intelligent women can be reached through The Digest than through any other medium and with women, as with men, there is nothing that takes the place of

The Literary Digest



KINKORA WORKS OF JOHN A. ROEBLING'S SONS COMPANY AND THE NEW JERSEY WIRE CLOTH COMPANY

TRENTON, NEW JERSEY

"The City of Diversified Industries"

Known throughout the country for its

WIRE LATH AND SCREEN CLOTH

JOHN WANAMAKER'S STORE, PHILADELPHIA, PA.

HUDSON TERMINAL BUILDING, NEW YORK CITY

UNITED STATES SENATE OFFICE BUILDING, WASHINGTON, D. C.

IN the construction of steel frame buildings vast quantities of Jersey Wire Lath have been used. It has been applied with satisfactory results in some of the largest and finest public and private buildings, including hotels, office buildings, governmental structures and residences in all of the large cities on the continent of North America. These buildings were constructed by well-known contractors, under the supervision of leading architects, who have often expressed themselves in words of commendation. At the present time Jersey Wire Lath is being specified for similar buildings by many authorities, who have carefully considered all kinds of material and, undoubtedly, it will never be superseded.

It is used as a foundation for plaster for ceilings, the lath being attached to metal furring, which is fastened by one of the various methods to I-beams, and forms a continuous surface under beams and arches. For partitions, either solid or hollow, it recommends itself. The lath is tied to vertical iron bars, which are secured at the floor and ceiling. Also, it is often employed for cornices and false beams, which are formed of iron bent in the proper shape, to which wire lath is attached. It is often employed, too, as a foundation for hard finish composition floors, the lath being laid down over the rough floor and the composition afterwards applied.

The manufacture of wire lath greatly adds to the value of Trenton's industrial output and insures employment for many workers.

This is number fourteen of a series showing the industries of Trenton. For reprints of other advertisements, request envelope "P."

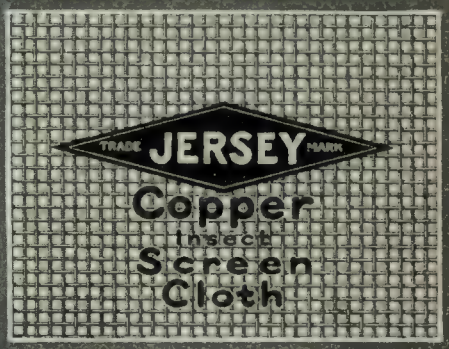
Trenton Times

TRENTON, NEW JERSEY

Kelly-Smith Co.

NATIONAL REPRESENTATIVES

Marbridge Bldg. New York | Lytton Bldg. Chicago



JERSEY WIRE LATH

JERSEY NETTING

OUR readers want what they want when they want it.

No clever saleswoman says, "This is just as good" to Mrs. Bank President as she would to meek little Mrs. Jones.

No, indeed! Mrs. Bank President's trade is much too valuable.

The saleswoman promptly says, "I'm sorry we're out of it to-day; we'll have it in a day or so; shall I send it up?"

Afterward, the department head says to the saleswoman, "What did Mrs. President want? . . . Did you say we'd get it for her?"

When our readers see something good advertised in our magazines, they demand it at their favorite store; and the store sees that they get it.

The buyer knows too well that when they don't get it, they don't substitute other merchandise; they substitute another store.

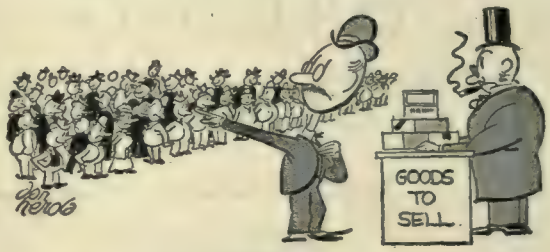
VOGUE
VANITY FAIR
HOUSE & GARDEN

THE CONDÉ NAST GROUP

All members of the Audit Bureau of Circulations

Life presents ... Andy Consumer

Reproduced from a full page in LIFE



GET OTHER FOLKS TO BACK MY JUDGMENT

This is my first ad—the first ad a consumer ever wrote to advertisers

FROM my standpoint, one good thing about advertising is that it costs you advertisers real money. I suppose advertising has put a lot of you out of business.

Well, that suits me.

If your goods aren't good enough to stand big advertising, you don't last long. I love that!

When I see an advertiser sticking to advertising for years and years, I know that I am not the only guy who thinks his stuff is good. It's a sign thousands or millions of other consumer folks like me have found value in the thing that advertiser has to sell.

Of course I can't devote all my time to choosing things I eat and wear and use. When I see something advertised over and over, it shows me other people think well of it too—or the ads wouldn't be there long.

Advertising saves me time by getting lots of other people to help me choose.

Andy Consumer

THE NATIONAL ADVERTISER BETS HIS ADVERTISING MONEY THAT HIS PRODUCT IS RIGHT

(Andy Consumer's loud and laughable logic in LIFE is addressed to advertisers but we'll tell you confidentially it is really intended for an eavesdropping public. This is the second in the series of Andy's ads to advertisers.)

EAVESDROPPING is the most exciting form of listening.

The public is getting thrill and amusement (and an earful of education) eavesdropping on the talk Andy Consumer is giving big national advertisers.

It's a nervy ruse of ours to find a new and indirect form for the message of advertising's service and saving to consumers.

Of course he's really working for you. LIFE keeps Andy up because you have kept LIFE up to the tune of fifteen million.

LIFE's net paid circulation is 124,423, but if you want to know LIFE's ACTUAL circulation just lay a copy of LIFE somewhere and get behind a curtain and watch how many people pick it up before it wears out, and multiply by 124,423.

ANDY CONSUMER'S talks on advertising are published in pamphlet form. If you can distribute copies to salesmen, dealers or customers, LIFE will gladly furnish, at cost, reprints or plates of this series.

Life

127 Federal Street
BOSTON, MASS.

598 Madison Avenue
NEW YORK, N. Y.

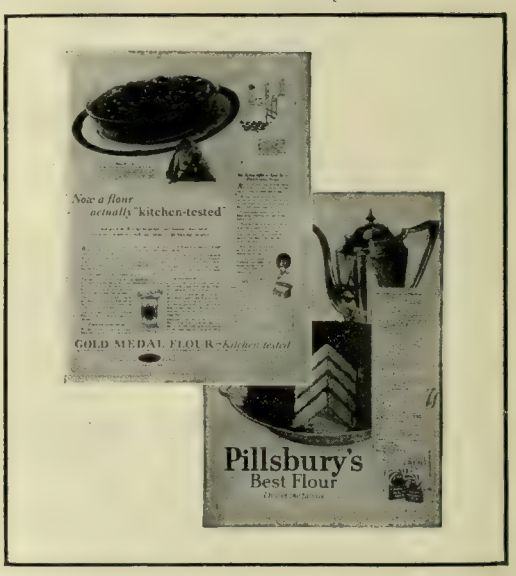
360 N. Michigan Avenue
CHICAGO, ILL.

HAS HOME BAKING become a lost art?

REMEMBER back ten years. Frequently you heard the expression, "She is a good cook." How often do you hear it now?

Some people think that the preparation of food, especially the making of bread, pies, cakes, and dessert, has become a lost art in the home, as the bakery and delicatessen store "just around the corner" have supplanted the need of home baking.

This condition may exist in the large towns, where many of us in the advertising and publishing business live; but how about the small towns? A recent questionnaire sent to a cross section of our subscribers, scattered from Maine to California, shows that 95% of our readers still do their own baking at home.



The Minneapolis Millers are taking advantage of this condition as are also other leading food manufacturers. They realize the importance of the small town market and particularly that portion of the market which is influenced by PEOPLE'S HOME JOURNAL service departments, because to our readers baking and the proper preparation of good food is not a lost art.

Successful National Advertisers of Food Products who use People's Home Journal

American Cranberry Exchange
Beech-Nut Packing Company
Borden Company
California Fruit Growers Exchange
California Packing Corporation
Campbell Soup Company
Corn Products Refining Company
Cream of Wheat Company
Crescent Manufacturing Company
Douglas-Pectin Corporation
Florida Citrus Exchange
Jell-O Company, Incorporated
Kellogg Food Company
Kitchen Bouquet, Incorporated
Knox Gelatine Co., Inc.
Mellin's Food Company
Nestle's Food Company
Pillsbury Flour Mills Company
Postum Cereal Co., Inc.
Quaker Oats Company
Sun-Maid Raisin Growers
Washburn-Crosby Company

People's Home Journal Food Departments are prepared under the direction of Katherine Clayberger, Service Editor, by Emma F. Hollaway, Supervisor of Institutional Courses, School of Household Science and Arts, Pratt Institute, Brooklyn, New York.

PEOPLE'S HOME JOURNAL

118,102 more families

Read The Post Than Either Cincinnati Daily Morning Paper

15,196 new families

In Greater Cincinnati Have Joined the Great Family of Post Readers Since Oct. 1, 1924! Every Evening More Than

185,142 Posts

Go Into Homes of Cincinnati and Vicinity!

The Cincinnati Newspaper Situation Has Changed in the Last Six Months

Here's How:

*The Cincinnati Post has GAINED 17,159 and has a total daily circulation of	185,142
*The Cincinnati Times-Star has LOST 176 and has a total daily circulation of	157,184
The Cincinnati Sunday Enquirer has LOST 1923 and has a total circulation of	173,579
The Cincinnati Daily Enquirer has gained 2029 and has a total daily circulation of	67,040
The Sunday and Daily Commercial Tribune has gained 3924 and has a Sunday and daily average circulation of	57,849

*Member of the A. B. C.

Are you, Mr. Advertiser, taking advantage of the tremendous selling opportunities offered by

The Cincinnati Post

A Rate Increase Is Inevitable

All mankind loves a bargain—but too much of a bargain is never justified, either for "he who gives or for he who takes."

For a long time we have been giving an excess of circulation to advertisers—an excess which in many instances amounts to the total circulation of many magazines of respectable proportions.

The time is fast approaching when an increase in the TRUE STORY advertising rate will be necessary. We shall always give advertisers what they pay for—and more—no matter what the rate. But to continue delivering an excess amounting to half a million or more copies, more than 33⅓% in addition to our guarantee, is carrying the spirit of a bargain too far.

Now with print orders of two and a half million or more, with a newsstand distribution of nearly two and a half million and returns running ridiculously low, a rate increase looms on the horizon.

You will do well to hasten your decision with respect to the use of *"The Necessary Two Million+"*.

True Story

"The Necessary Two Million+"

"GREATEST COVERAGE—LOWEST COST"

Tobacco Is Selling Now in Winston-Salem, N. C.

(The World's Largest Direct from Farmer to Manufacturer Tobacco Market)

This is the time of year when the tobacco farmers of Northwestern North Carolina are selling their tobacco crop. They are exchanging their "golden leaves" for gold dollars, with which to buy automobiles to use over North Carolina good roads, clothing for themselves and for their children who attend the good public schools that are found in every rural section, machinery and equipment for their farms which are largely individually owned and worked, radios for their entertainment, and in fact every kind of necessity and luxury that appeals to prosperous, intelligent people.

You can reach these prospects who now have their tobacco money in their pockets through the advertising columns of their newspaper, the

Winston-Salem Journal

Every day Winston-Salem tobacco manufacturers pay about $300,000 in excise taxes to the United States government. Last year North Carolina paid more than half of the cigarette manufacturing tax of the United States, and nearly half of the total tax from tobacco manufacturers.

You don't usually have to "walk a mile" for evidence of the activities of tobacco growers and manufacturers of Winston-Salem and Northwestern North Carolina.

A Former Editor Lauds The Journal

The Journal recently received a copy of a letter written by Bruce Craven, of Trinity, well-known teacher and journalist, to Gerald W. Johnson, head of the department of journalism of the University of North Carolina.

Trinity, N. C.
October 13, 1925.

Prof. Gerald Johnson,
Department of Journalism,
State University,
Chapel Hill, North Carolina.
Dear Friend,

Referring to our recent conversation about the journalism brought in North Carolina, I am enclosing herewith the editorial page of The Winston-Salem Morning Journal of October 12, anniversary of the discovery of America. I respectfully submit that the "Mockery from the Tomb" measures up to the real standards of real journalism. The News and Observer and others did not miss it far, but failed in the one supreme test of trying to consider both sides of a question primarily stated as a proposition. If the verdict was an outrage, it merely takes the kick out of the denunciation to add in effect, "but please understand, Brother Cole, I wouldn't say anything to hurt your feelings, and I think you are a nice man, and everything." And in fact he is just that, if he is not a murderer!

You don't suppose you ever heard me mention the fact that I was once editor of The Morning Journal, but I don't mind bragging about it these days. A newspaper is an anomaly in human life anyhow. The definition of being a quasi-public institution does not fill the bill. It really has a soul, being the only corporation with that distinction. It may be a tarnished soul, or a lost soul, but when it has one with wings yet undaunted, it is a very beautiful thing, and the greatest tonic there is for public consciousness.

Cordially yours,
BRUCE CRAVEN.

Winston-Salem Journal

SEVEN-DAY MORNING NEWSPAPER—A. B. C.

SANTFORD MARTIN, Editor OWEN MOON, Publisher W. K. HOYT, Manager

KELLY-SMITH COMPANY
National Advertising Representatives

Lytton Building, Chicago Marlbridge Building, New York City

A. D. Grant, Southern Representative, Constitution Building, Atlanta, Ga.

The Showman who forgot to sell tickets at THE MAIN ENTRANCE

"BUSINESS," said the Showman, "is distinctly poor. There is but a mere scattering and handful of the population present whereas I had delicious anticipations that the assembled multitude would reach a vaster aggregate. In fact, the mop-up looks measly. The side door is doing business, but the main entrance is just another of the great open spaces."

He found that the ticket-seller at the Main Entrance wasn't on the job. Then he put on two extras to serve the waiting customers and business picked up until the blue bleachers sagged like summer-hotel hammocks.

There is a big door and a little door by which Southern buyers can be reached. The Main Entrance is by way of Newspapers. Magazine circulation in the South is small while Newspapers play an important part in every day life south of Mason and Dixon's.

Moreover line rates are less expensive. Newspapers form the sure and economical medium for reaching this vast section of native-born Americans.

Since the great war, the South has shown material advancement that almost staggers the imagination. Here is a market of infinite possibilities, eager to buy, ready to pay. For full information on the market for your product, write to the Southern Newspaper Publishers' Association, at Chattanooga, Tennessee, or to any of the papers listed below.

THESE PAPERS ARE THE "OPEN SESAME" TO THE SOUTHERN MARKET

ALABAMA
Anniston Star
Birmingham Age-Herald
Birmingham News
Huntsville Times
Mobile News-Item
Mobile Register
Montgomery Advertiser
Montgomery Journal
Opelika News

FLORIDA
DeLand News
Fort Myers Press
Gainesville Sun
Jacksonville Journal
Jacksonville Times-Union
Lakeland Star-Telegram
Miami Herald
Miami News
Orlando Reporter-Star
Orlando Sentinel
Palm Beach News
Sanford Herald
St. Augustine Record
St. Petersburg Independent
St. Petersburg Times
Tampa Times
Tampa Tribune
West Palm Beach Post

GEORGIA
Albany Herald
Atlanta Constitution
Atlanta Journal
Augusta Herald
Columbus Ledger
Moultrie Observer
Savannah News
Thomasville Times-Enterprise
Waycross Journal-Herald

KENTUCKY
Paducah Sun

LOUISIANA
Baton Rouge State-Times
LaFayette Advertiser
Lake Charles American Press
Monroe News-Star
New Orleans Daily States
New Orleans Item-Tribune
New Orleans Times-Picayune
Shreveport Times

MISSISSIPPI
Greenwood Commonwealth
Gulfport & Biloxi Herald

NORTH CAROLINA
Asheville Citizen
Asheville Times
Charlotte News
Charlotte Observer
Concord Tribune
Elizabeth City Advance
Fayetteville Observer
Gastonia Gazette
Greensboro News
Henderson Dispatch
Hickory Record
Kinston Free Press
Raleigh News & Observer
Raleigh Times
Rocky Mt. Telegram
Salisbury Post
Winston-Salem Journal
Winston-Salem Sentinel

SOUTH CAROLINA
Charleston News & Courier
Columbia Record
Columbia State
Rock Hill Herald
Spartanburg Sun
Sumter Item

TENNESSEE
Chattanooga News
Chattanooga Times
Clarksville Leaf-Chronicle
Columbia Herald
Greeneville Democrat-Sun
Knoxville Journal
Knoxville Sentinel
Memphis Commercial Appeal
Memphis Press
Nashville Banner

VIRGINIA
Clifton Forge Review
Danville Bee
Danville News
Danville Register
Fredericksburg Daily Star
Lynchburg Advance
Lynchburg News
Richmond News Leader
Roanoke Times
Roanoke World News
Staunton Leader
Staunton News-Leader
Winchester Star

VIRGINIA-TENNESSEE
Bristol Herald-Courier
Bristol News

SOUTHERN NEWSPAPER PUBLISHERS ASSOCIATION

"Sell it South Through Newspapers"

FINAL NOTICE!

Increase in Liberty's Advertising Rates

Based on Net Paid Circulation of 1,100,100

SCHEDULE OF INCREASE AND SAVINGS

Orders for 1926 issues accepted up to November 1 at these *PRESENT RATES*		Orders placed after October 31 subject to these *NEW RATES*		Your saving on average 13 time order *Placed Before November 1*	
Line Rate	$ 4.25	Line Rate	$ 5.00	Line Rate	$ 9.75
Eighth Page	312.50	Eighth Page	375.00	Eighth Page	812.50
Quarter Page	625.00	Quarter Page	750.00	Quarter Page	1625.00
Half Page	1250.00	Half Page	1500.00	Half Page	3250.00
Full Page	2500.00	Full Page	3000.00	Full Page	6500.00
Roto Page	2500.00	Roto Page	2850.00	Roto Page	4550.00
Two-Color Page	3000.00	Two-Color Page	3750.00	Two-Color Page	9750.00
Four-Color Page	4000.00	Four-Color Page	5000.00	Four-Color Page	13000.00
Back Page	5000.00	Back Page	6500.00	Back Page	19500.00

You Can Save as Above by Ordering Your 1926 Liberty Advertising Now!

No Orders at PRESENT RATES Accepted After Saturday, October 31, 1925

When the present rates were made, Liberty's net paid circulation was 900,000
Now it is 1,100,100 and fast climbing. Therefore we *must* raise the rates

"Meet the Wife, Too"..."No Buried Ads"... Minimum Circulation Waste

LIBERTY offers three unique advantages in its field. Advantages that curb advertising waste, a vital factor in determining advertising success or failure.

As a result, Liberty has become the publishing sensation of the day.

Liberty has largely changed the advertising situation in the weekly field.

These advantages are such that every thinking man must grant them. They offer a virgin field for advertisers. A field where seasoned advertisers are re-living the days of 20 years ago when advertising was less competitive than today in the pages of various publications.

1. "You Meet the Wife, Too" in the weekly field. A field commonly judged for men before the day of Liberty. 85% of all advertisable products are influenced by women in their sale. Thus but few advertisers today can afford to overlook "the wife" in the costly weekly field. 46% of Liberty's readers are women. 26% are housewives. 54% are men. That means a 100% reading in the home.

2. "No Buried Ads." Thinking men no longer ask, "Will my ad be read?" when that ad is booked for Liberty. Every ad in Liberty is printed at or near the *beginning* of a fiction or editorial feature. That's due to a unique type of make-up, which no other publication employs. One ad read has more value than many missed.

3. Minimum Circulation Waste . . . a factor due to studied circulation methods; 78% of Liberty's total circulation is in the districts which return 74% of the total taxable incomes of the country, 48% of the total motor car registration, and in which by far the great majority of advertised products are sold. Consider what this immeasurably important factor alone does in cutting advertising waste.

Thus advertising results are being multiplied. Markets are being held against competitive activity at less cost than before, and new markets courted with less dollar risk.

Cut advertising waste and you increase advertising profits. America's leading advertisers have found this out. Note today how they are buying Liberty.

Present rates are based on 900,000 circulation. Present circulation is 1,100,100 . . . and mounting every month.

Placing 1926 orders before October 31 means a great saving through the year, plus protection against further increases which are sure to come.

Note that increases still leave Liberty with lower rates than its rival publications, except the back cover . . . always tremendously in demand.

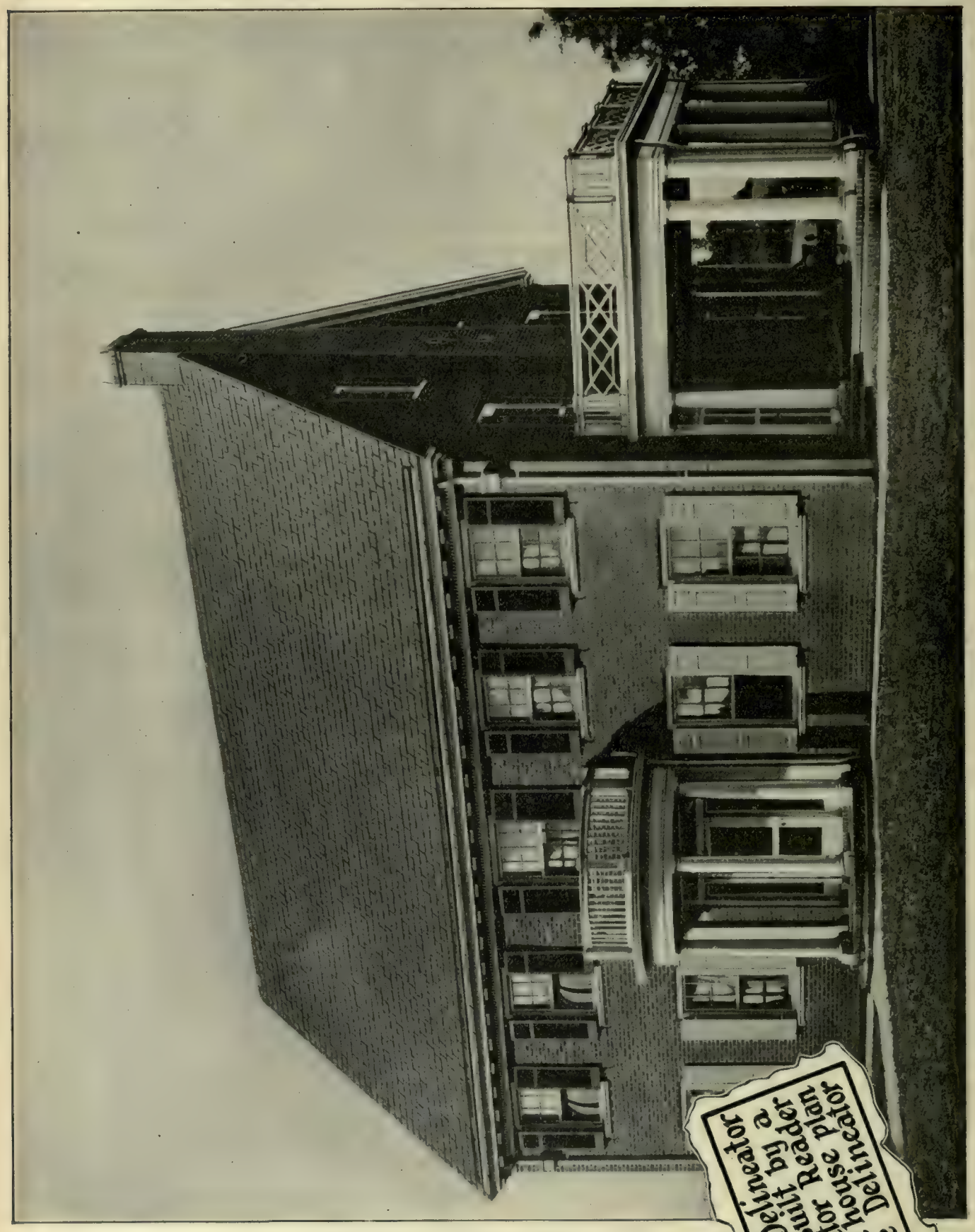
Note that rotogravure is LOWER than black and white, so as to cover your incidental expenses in handling this type of copy over straight plate matter.

Note that in 4 colors—13 times—you can reach 1,100,100 buyers in the restricted districts which comprise your real markets for $52,000, and in 2 colors for $39,000.

5c Liberty
A Weekly for Everybody

All orders placed not later than October 31, 1925, for 1926 issues will be accepted at present rates.

This advertisement appears in The New York Times, The New York Herald-Tribune, The Chicago Tribune, The Boston Herald-Traveler, The Philadelphia Bulletin, The Cleveland Plain Dealer, The Cincinnati Times-Star and the Detroit Free Press.



This is a Delineator House—Built by a Delineator Reader from a House Plan in the Delineator

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Number Thirteen

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OCTOBER 28, 29, 30 will see the Eighth Annual Convention of the Direct Mail Advertising Association, which is to be held this year in Boston. Elaborate preparations have been made by the various committees and all the indications point to the most detailed and successful convention that this organization has held. Among the features are general business sessions, departmental meetings, an exposition and an attractive entertainment program. Upward of one hundred exhibitors have reserved space for the exposition, which promises to be one of the high points of the affair. Five trophies will be awarded in open competition for excellence of achievement during the past year in various phases of direct mail work.

M. C. ROBBINS, Publisher
J. H. MOORE, *General Manager*
Offices: 9 EAST 38th STREET, NEW YORK
Telephone: Caledonia 9770

New York: F. K. KRETSCHMAR, TODD BARTON
San Francisco: W. A. DOUGLASS, 320 Market St. Garfield 2444
Chicago: JUSTIN F. BARBOUR, Peoples Gas Bldg.; Wabash 4000
New Orleans: H. H. MARSH, Mandeville, Louisiana
Cleveland: A. E. LINDQUIST, 405 Swetland Bldg.: Superior 1817
London: 66 and 67 Shoe Lane, E. C. 4: Telephone Holborn 1900

Subscription Prices: U. S. A. $3.00 a year. Canada $3.50 a year. Foreign $4.00 a year. 15 cents a copy

Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising, Advertising News, Selling Magazine, The Business World, Trade Journal Advertiser* and *The Publishers Guide. Industrial Selling* absorbed 1925

Member Audit Bureau of Circulations and Associated Business Papers, Inc.
Copyright, 1925

SELL THIS ARMY *of* LIBERAL SPENDERS

¶ In considering magazine circulation values, the discerning space buyer will measure carefully a most important reader trait—*spending habit.*

¶ Some people spend money more freely than others. They demand first quality—and do not quibble about price. They are alert and progressive—quick to accept and pay for new conveniences and comforts. They are influenced by their surroundings and dwell, for the most part, in urban communities where the standard of living is governed in large measure by the neighbors.

¶ *Cosmopolitan* has found it mighty profitable to cultivate these free spenders residing in the urban centers of population. As a matter of fact, the most remarkable achievement in publishing is the tremendous and constantly increased sale of the magazine at 35c a copy. More than 1,500,000 families read *Cosmopolitan* each month.

¶ The 35-cent price is indicative of a willingness to spend, and, while not proof of buying power, is proof of a free spending habit. In other words, almost anyone *can* spend 10c more for a magazine, but not everyone is *willing* to do so.

¶ This willingness on the part of readers of *Cosmopolitan* to spend more money for the magazine is reflected in the returns enjoyed by advertisers using the publication.

Hearst's International

Combined with

COSMOPOLITAN

OCTOBER 21, 1925

Advertising & Selling
FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors: Robert R. Updegraff Marsh K. Powers Charles Austin Bates Floyd W. Parsons Kenneth M. Goode G. Lynn Sumner R. Bigelow Lockwood John Lee Mahin James M. Campbell Frank Hough, *Associate Editor*

Where Leakage Weakens Advertising Force

And the Way to Plug the Leak

By W. R. Hotchkin

WHAT would be the use of harnessing the tides of Fundy to create a wealth of electric power if the users of that power had dead or damaged fuses at their points of contact?

Perhaps there might still be an abundance of power from that great source to make it profitable, even if half the power were wasted; but would it be good industrial economy to permit the continuance of that waste simply because conditions were profitable in spite of it?

Advertising is a vast and marvelous industrial and psychological power—so great, so powerful, so wonderful that it is profitable, although it constantly and almost universally suffers a vast wastage at its point of contact with the consumers.

Production has reached a wonderful stage of efficiency in the United States. From canned soups to gas-consuming cars, our products and methods have amazed the commercial world.

American advertising, in a very wide degree, is splendid, powerful, desire-compelling. It stirs up the people of a nation to want things. But if some power could give us the gift to see how many people have to fight to get the thing for which the desire has been created, and how many who want it never have a chance to get it—and how many more would eagerly buy it, if it were shown to them, or any good effort were made to sell it to them—most advertisers would be hopeless pessimists about ever getting the results that they deserve from the advertising and promotion methods they use.

MR. HOTCHKIN, who is a director of The Standard Corporation, New York, was for ten years advertising and merchandising manager for John Wanamaker

But it is like the men who shoot around a hundred at golf all their lives and get a world of good out of it. They get a hundred and fifty or seventy-five yards on their drives and are quite happy about it. But, if they could ever learn to *follow through* and hit the ball true at the right point of contact, how vastly better the results that they would get!

THAT is just where almost all advertisers and sales managers fail. They don't *follow through.* They do a superb job all the way around the swing; but they don't have their eye on the ball *at the point of contact.*

Here is the usual schedule of promotion:

1. A fine product, in an attractive package;
2. Well worked out distribution;
3. Well-prepared, well-distributed advertising;
4. Tons of colorful booklets, perhaps;
5. A thorough job of selling to buyers and merchants;
6. A good percentage of window displays secured.

And salesmen and sales managers, advertising managers and advertising agents think they have done a whale of a good job—

And *they have*—so far!

That line of power is full and strong all the way from the Bay of Fundy to the merchant's desk in San Antonio. He is sold on the product, and the department manager, if it is a big store, is sold all right; but the line to the salesperson at the counter is *dead.* The current doesn't reach the point of contact with the customer at all.

Salesman and sales manager thought that if the merchant and manager had the story, they would put it across to the salespeople; but merchant and manager had a lot of other things to do, and hundreds of other lines of goods to sell, and the big and *deadly fact is* that mighty few merchants or department managers ever talk to their salespeople about the goods they have to sell. It is only in rarest instances, in most stores, that a manager *tells his salespeople what to say* about the goods that they must sell.

Incredibly amazing as it may seem, most merchants and managers have the general idea that their salespeople are indifferent and dumb,

[CONTINUED ON PAGE 54]

Airplanes—Main Floor, New Building

By Robert R. Updegraff

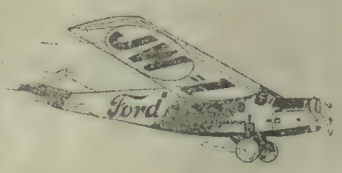
TWENTY years from now we may look back on Columbus Day, 1925, as a date significant in history as being the day the airplane was first offered for sale "over the counter" in a department store advertisement. For with its *flair* for the dramatic and the newsy in merchandising, the John Wanamaker store, New York, came out on Oct. 12 with an advertisement of the first Ford of the air!

Wanamaker's may be ahead of the time, but perhaps not so far ahead as we are wont to think. Who would have dared prophesy that within twenty-odd years of the first retail announcement of the Ford car more than seven million Fords would have been built?

Next to the significance of the advertisement as a milestone of aeronautical progress, the most interesting thing about it is the fact that as an advertisement it will not seem quaint and old-fashioned twenty years from now. Where this comment of mine on the appearance and significance of this first retail advertisement of the airplane will bring a smile to the face of anyone who may be browsing through an old copy of the FORTNIGHTLY in 1945, the advertisement itself will amaze the reader by its matter-of-factness. The picture will seem odd, of course, and the facts and figures in the copy will be laughable, not to mention the price; but the copy will be thoroughly modern even in that day, for it will not differ materially from the copy that will be seen in the current newspapers advertising popular priced airplanes.

First Ford of the Air Now on Sale at Wanamaker's

An All-Metal plane—duralumin—the strength of steel with one-third the weight.



Fuselage and wings are of this new alloy of aluminum and copper, which has the strength of steel, with about one-third the weight.

The plane weighs only 3,650 pounds, with a wing spread of 58 feet 4 inches, and can support a test sand load of 16 tons on the wings.

The metal is naturally non-inflammable, and heavy corrugations prevent the wings from buckling or crumpling, minimizing the danger of accidents in the air.

The self-starter which whirls the giant Liberty Motor removes yet another chance of accident. Dual control wheels enable either pilot or mechanician to control the plane—another safeguard! And that same Liberty Motor develops a speed of 115 miles an hour with ease—fast enough to speed the plane from Detroit to New York in 5 hours of flying.

Speed with safety—in the First Ford of the Air. No complicated struts and guys. No heavy steel fuselage. No cloth wings. No excess weight. Yet, as you look at it here in the Store, you realize its hidden power. It is concentrated energy!

There is ample space in this model for four passengers and for over 600 pounds or 200 cubic feet of baggage. Thus loaded, and with its fill of 150 gallons of gasoline and 15 gallons of oil, the plane can cruise for six hours.

This Ford of the Air is guaranteed by the Ford Motor Company and by John Wanamaker, just as the Ford Motor Car was guaranteed back in 1904. The plane is on exhibition and for sale on the Street Floor of the New Building, at the Ninth Street Motor Entrance. The price is $25,000.

Ninth Street Entrance, New Building

Study this copy. It is almost insolent in its sophistication. Beyond the heading there is nothing to indicate that the item in the panel is any more special or unusual than the items in the panels surrounding it in this Wanamaker advertisement.

Instead of starting out to convince the reader that the airplane is here as a mode of transportation, it calmly begins to describe it as a piece of ordinary merchandise: "An all-metal plane—duralumin—the strength of steel with one-third the weight." Then, as if describing a sewing machine or a kitchen cabinet or a bicycle, it goes on to give the weight and dimensions and supporting capacity, points out the fireproof quality, the safety feature of the self-starter, the dual control apparatus, and the speed.

But the crowning touch of the advertisement is the close:

"The plane is on exhibition and for sale on the Street Floor of the New Building, at the Ninth Street Motor Entrance. The price is $25,000. Ninth Street Entrance, New Building."

Apportioning the Appropriation Among Industrial Markets

By A. M. Staehle

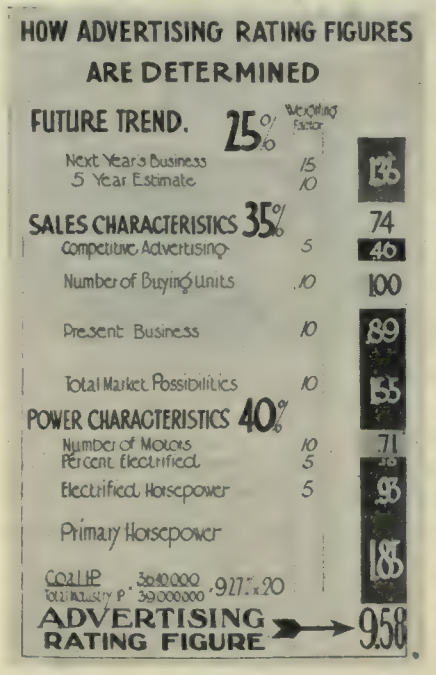
Westinghouse Electric & Manufacturing Company, Pittsburgh, Pa.

AN advertising appropriation is something like an army in action. While its strength, naturally, is somewhat dependent on numbers, its effectiveness is even more dependent on the proper distribution of its units. This is especially true of an industrial advertising appropriation which must often scatter its forces over wide and diversified battlefields known as markets. The expenditure of too much effort in one market with a consequent dearth of effort in another, is as dangerous to the success of advertising as the commission of a similar error would be to military strategy.

The difficulties of properly gauging markets for advertising effort are numerous. They may, however, be divided into two classes: internal and external. By internal I mean the sort of internal organization difficulties which involve the personal opinion, or prejudice, of one or more members of a sales department as to where and how advertising effort should be expended. By external I mean the inherent difficulties of estimating the importance of one market as compared to others, purely from an advertising viewpoint.

The decision as to how much advertising effort should be expended on one market as compared to another is primarily one of planning sales messages to thousands of prospective customers.

The importance of this problem is apparent. Its solution is, however, seldom obvious, because it generally involves too many factors and too few facts. Granting the truth of this generality, it logically follows that any plan which can reduce the number of factors involved and at the same time produce more facts, should be useful in solving the problem which is under discussion.



This article deals with the description of such a plan which was used by the Westinghouse Company in apportioning its industrial advertising appropriation for certain electrical products. The plan is not particularly concerned in determining how large the total appropriation should be, but rather with the proper distribution of a given appropriation among a considerable number of markets.

This plan consisted in determining a numerical advertising rating figure for each of the industries in which our products are sold, the purpose of this figure being to give each market a definite rating for advertising effort. The advertising rating figure was determined by reducing the most important factors influencing the need and desirability for advertising in any market to numerical terms.

Each industry or market was considered from ten different viewpoints. In other words, ten important factors were taken into consideration in determining the amount of advertising which each market should receive.

Since many of these factors are expressed in different terms, it was necessary to reduce them to a common denominator in order to make their summation possible. Therefore, each of the ten factors was reduced to percentages. For example, the total primary horsepower in all industries is 39,000,000. The primary horsepower in the coal industry is 3,640,000. The percentage of primary horsepower in the coal industry is, therefore, 3,640,000 divided by 39,000,000 or 9.27 per cent.

It was not deemed

[CONTINUED ON PAGE 60]

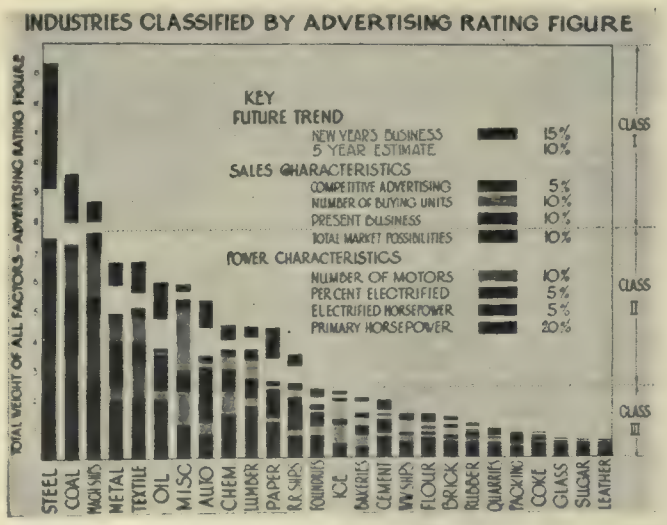


CHART I (at top) shows how the various factors in the coal industry were combined to determine the advertising rating figure for that industry. In the second chart each industry is shown with its final rating figure, determined by using all of the ten factors

Portions of an address before the convention of the National Industrial Advertisers Association, Atlantic City, N. J.

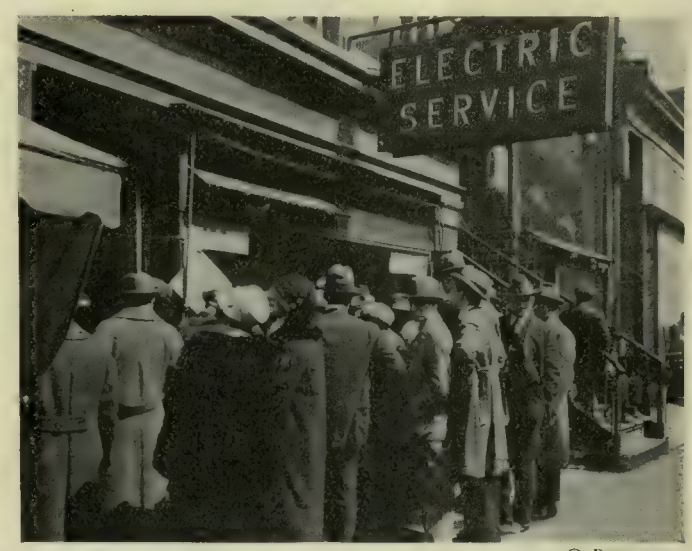
Window Display—What For?

By Bernard J. Mullaney

Vice-President, The Peoples Gas Light and Coke Company, Chicago, Ill.

WINDOW displays as they are now mark a long jump from the days, not so far back, when window "trimming" was the job of junior salesmen assisted by errand boys. Even advertising for the sale of investment securities, which used to be thought of as the advertising aristocracy, now uses windows and uses them successfully.

It is all evidence that window display is taken seriously as an adjunct to business. This in turn indicates that advertising itself gains in completeness of acceptance as a business force, in breadth of coordinated application of its different forms, and, I hope, in definite employment for producing easily measurable results.



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A WINDOW should be a more or less direct selling agent. It should sell pleasingly, quickly, decisively, implanting the desire to enter the store and buy. In doing this it should sell good will, born of the confidence created by and shown by the act of buying

If there is one indictment that can be laid against advertising and made to stick—and in advertising I include the two-legged exponents of it in all its ramifications—the indictment is: too much of generalities and too little of demonstrated facts and measurable results; or to use the ancient phrase of the trade, too much blue sky and hot air.

In the business that provides my meat and potatoes — mostly the prosaic gas business, with some electrical for excitement—we are measuring good will, public opinion; not guessing at it nor making deductions from superficial and obvious circumstances, but measuring it; and measuring the factors, and the relative strength of the factors, that go to the making of it. If such intangible things as public opinion and the component sources of it can be measured—then surely there is in advertising more opportunity for definitely measuring ways and means and results than has ever been utilized.

Advertising is coming on in this respect, I grant you. Keyed advertisements, test campaigns, research (when it is research and not bunk) and all the rest of it show much progress. A brilliant ray of hope is in the apparently well founded assertion of one advertiser, as published recently, that he definitely tests and measures the pulling power of his advertising copy before using it and so determines which piece of copy will pull best before he spends his money. But it is still a fact that advertising works with less definiteness in the use of its tools and in the measuring of results than any other branch of modern business. It spends money, heavy money, with a gay irresponsibility as to definiteness of procedure and results which is almost a scandal. In these respects it lags where it should lead, considering the brain power employed in it; maybe because an undue share of the brain power is applied to "selling advertising" instead of selling merchandise by means of advertising.

I am not presuming to tell you how window display advertising may be made more measurable in application and in results—I do not know how. But there are enough bright minds to find out the how if they but realize the importance of it.

No doubt we all agree that the "What For" of window display is to help sell goods, whether the "goods" be tangible merchandise, an idea, "atmosphere," "institutional prestige," good will or what not.

Those terms "institutional" and "good will" and especially the latter: when used as they so often are, for connoting a special kind of advertising different from advertising to sell goods —those terms are apt to set me off into inarticulate barking, punctuated with long howls of rage. Every sale of merchandise ought to include a sale of good will, else it is not a complete sale; talking of "institutional" and "good will" advertising as some kind of specialized high brow advertising is the bunk.

To window display men it is probably unnecessary to say that a window display justifies itself only as it is a selling influence, more or less direct. Window features having no direct relation to the merchandise shown but intended primarily to make people stop and look in and then see the merchandise—maybe—are becoming so scarce as to be negligible.

I said a display window should be a more or less direct selling agent. The more direct, the better. It should sell pleasingly, quickly, decisively, implanting desire to enter the store and buy. In doing this, it should sell good will, born of the confidence created by and shown by the act of buying.

If the display can also sell a suggestion of how the merchandise can be used advantageously by the buyer —what it will do for the buyer—so much the better. In our business, for example, we frequently display

[CONTINUED ON PAGE 67]

Portions of an address delivered before the Convention of the Window Display Advertising Association, Chicago.

DODGE BROTHERS lead up to their selling talk by means of an amiable illustration. The car itself appears discreetly in the background where attention is drawn to it by the text. Atwater Kent makes agreeable use of the modes and contrivances of another day

On Being Amiable in Your Advertising

By Frank Hough

SOMEDAY—probably about coincident with the Millennium—will come the advertising Utopia. But in the meanwhile the people at large will continue to take their reading as recreation rather than as business exercise and will read for enjoyment or cultural enlightenment rather than for information as to what they should buy and where they should buy it. They will read fiction, news, articles; coherently developed trains of thought which appeal to their various emotions. The desire to buy is undoubtedly an emotion, but it is not the emotion which builds up the circulation of our great periodicals—or our lesser ones, either. When people read an advertisement it is generally a matter of accident to a large degree. They stumble across it; something about it intrigues an interest which up to that instant has been absorbed in something entirely different—or in nothing at all. How to pique this interest and at the same time to deliver a sales message before the interest lapses again has been the inspiration of many more or less technical volumes. And we are still trying to find out what it is all about.

Setting aside for the moment the question of smashing layouts, splurges of color and arresting headlines, any one or all of which may be coincidental, it seems to me that the most telling element about an individual advertisement is the tone it assumes. Granting that the advertisement is successful, ask the question—"why?" Perhaps it posseses great intrinsic beauty. But beauty does not always sell and is not appropriate to all media or all merchandise. Perhaps it has "human interest," but this element is very prone to react on the none-too-interested reader as burlesque. Perhaps it is forceful or humorous. Either is often commendable but both may be overdone too easily and are often out of place. Perhaps its tone savors of any one of a number of moods or characteristics which any advertising man can reel off, but no single one of these can be assumed to have a universal application. Apply each "tone" where it seems appropriate and where experience has shown that it will produce results; and if you are looking for one broad, sweeping, flexible characteristic with which to clothe your various combinations of text and art work, here is a suggestion which should promise fair success: *Be amiable in your advertising.*

In the first place an advertisement owes it to its reader to be agreeable. Its function calls for intrusion upon and interruption of minds which are occupied with other matters. It is in the form of an imposition, if you will, even though its place is bought and paid for; even though the price of that place made possible the very reading matter with which it is competing for attention. When a salesman calls upon you and interrupts the work that you are doing, you expect that at least he will be pleasant about it. He may be devoutly sincere, have an excellent product,

THIS COMMENTARY is illustrated with Samplers worked by Senior Members of our firm who have abandoned the follies of youth for the abiding happiness that only worsted gives.

The unearthly beauty of Maria Countess FORTNUM *causing one of our glazed and dressed* BOARS' HEADS *to assume a roguish expression*

This pretty incident took place in 1725 and was attested to by many witnesses at the time. *Note:* We lost our peerage through an error of judgment during the rebellion of 1745

THE British sense of humor is more subtle than ours, while not so exuberant. The accompanying delightful absurdity is from a Fortnum & Mason booklet

thoroughly sound selling arguments and a fine technical background to support him, but if he allows his seriousness or any of his other not particularly inspiring traits to carry him away and you happen to have a grouch on at the moment, you will waste little time in showing him to the door. Or if you are in the best spirits in the world and only too eager to listen and anxious to buy, you must admit that a little cheerful amiability greatly helps the interview along. Advertisements, they say, are "silent salesmen."

How prone we all are to take ourselves seriously, and how prone others are to take us lightly! Not all those toward whom the Truth in Advertising Movement has been directed were actuated by viciousness. Many were simply carried away by their own enthusiasm about their products until they actually believed most if not all of what they said. To the layman of fair intelligence such advertisements appear more ridiculous than sinister, and by such regrettable examples he is prone to judge advertisers of today who strain the superlative adjective near to the breaking point. Is it not more pleasant—and generally fully as effective—to have the reader smile with you, even at the expense of a few minor selling points which might have been inserted in 6-pt. type somewhere near the bottom of the layout?

Just exactly what constitutes "amiable" advertising? There is a difficult question to answer and one which I doubt if any two persons would answer in precisely the same way. To my mind it is something closely akin to humorous advertising, with the subtle differentiation that amiability causes the reader to smile *with*, while humor causes him to smile (or laugh) *at* the particular example under consideration. A delicate line of demarcation, there.

So far this discussion has consisted of a few platitudes, several truisms and a great deal of theorizing. It is time to become specific and cite examples. I can do no better than to point out as exhibit "A" the extremely well done piece of art work appearing on the first page of this discussion and which emanates from Dodge Brothers.

The most remarkable thing about this whole series, which is too well known to need description here, is the fact that while the pictures have no immediately visible bearing on the text and vice versa, the whole does not seem incongruous and jar on one's sense of the fitness of things. You do not get the impression that the picture was dragged in by the proverbial heels, in other words. The copy speaks of the virtues of the Dodge Type-B Sedan which appears well in the background of the illustration. It is there and illustrates the selling talk of the text, but without the text it is doubtful if any person glancing at the picture casually would even be aware of its existence. On the other hand, how many readers would pause to read the text if it were not for the picture? Some would, of course, but how many, comparatively speaking? Here the illustration plays a part analogous to the salesman's approach. It greets its prospect pleasantly and leads adroitly up to a terse and pointed selling talk. And furthermore it leaves him with a smile.

Other members of this particular series might also serve to illustrate this point, but many of them, while making the same general appeal, tend more toward pathos than amiability, although the general effect is much the same.

All or nearly all advertisements attain amiability by means of their illustrations. Often the text carries out the program, but this is not necessarily the case. Frequently the sales arguments are better handled in the more serious vein.

Atwater Kent Radio makes pleasant use of the

[CONTINUED ON PAGE 74]

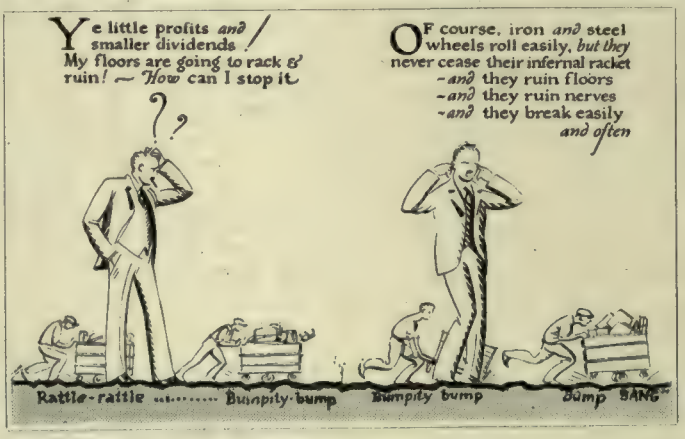
they think it's the city hall

Up in Waterbury, Conn., people come in and ask to be married. They think they're in the City Hall but they're not. They are in the central offices of the Chase Companies, built of limestone and marble by Cass Gilbert who designed the Woolworth Building.

The Chase offices are really beautiful and we are proud of them for they mark a half century of successful service to the brass industry.

Chase Brass

A PLEASANT and unusual way of telling the public about the company. Chase Brass advertising is amiable and for this if for no other reason is convincing to the casual reader



BASSICK Ruboid Wheels, according to their manufacturers, make less noise than any other similar wheels and also last longer in service. They have made a very convincing test to prove this and illustrations and text like the accompanying lead the reader up to the test and its results as a sort of grand climax

Going After the Banker With the Right Bait

By William R. Basset

Chairman of the Board, Miller, Franklin, Basset & Company

WHEN the fish don't bite, the experienced fisherman decides that he is probably using the wrong kind of bait, and tries another. But when the same Isaak Walton, in his everyday guise of a business man finds that bankers don't snap at the bait he offers, he disgustedly assumes that all bankers are cold-blooded fish. That his bait may be all wrong seldom occurs to him.

For the good of industry in general it is well that bankers are not often emotional, warm-hearted altruists in their business affairs. For should such a one overlend to a manufacturer with whom he likes to play golf, a half dozen big depositors might easily be thrown into bankruptcy and before the catastrophe ended fifty more fundamentally sound concerns might well be dragged under.

© Brown Bros.

Bankers have to learn to steel themselves against the blandishments of prospective borrowers. They can, when considering a loan, give but scant consideration to the borrower's golf game, the way he does his hair or his skill in assembling dry Martinis from his excellent supply of real French Vermouth and pre-war gin.

Yet aside from the very large corporations which are generally managed by men highly skilled in all branches of finance, I doubt if one concern in fifty goes to the banker with the right bait. Most men seem to think that the important thing is to "sell himself." He pays little attention to the all important thing which is to sell the banker the idea that his business is sound and is likely to remain so at least long enough to repay the money which it wants to borrow.

The most common approach which city bankers have to face is somewhat along this line: A slightly graying gentleman, close to fifty, offers his hand to the loan officer, introducing himself as, "Jones, Hiram K. Jones, president of the Jones Iron Works of Syrachester. You doubtless know of our company. We employ a thousand people.

"FOR thirty years we have handled all of the big bridge jobs up-State. We have just finished the steel skeleton for the new twenty-story hotel in our town.

"We wish to secure a line of credit from your institution so that we may have sufficient working capital to handle the large amount of new business which we can easily secure. Feeling that you might like to know something of our financial condition I just jotted down a few pertinent facts."

Out comes a soiled envelope on the back of which, in pencil, are the "pertinent" facts. Mr. Jones continues:

"We have been in business for thirty-one years. During that time we have never paid less than 20 per cent dividends. When times have been especially good we have often paid as much as 50 per cent to our stockholders —who, by the way, consist only of myself and my immediate family.

"We estimate the fair valuation of our plants at $1,000,000. We have on hand close to $200,000 of raw and partly finished materials. Our accounts receivable are $250,000. We have $35,000 in cash on hand. Our total accounts and notes payable and accrued liabilities are about $300,000. So you see we are in good shape."

If the loan officer has plenty of time on his hands that day he may go so far as to give the iron-master a short course in elementary finance. He can do it—having had long experience—in a couple of minutes, thus:

"My dear Mr. Jones, it is doubtless because I have of late been quite engrossed with the bank's affairs that I have never heard of so well known a concern as yours, nor, if I may say it with all courtesy, of you.

"Knowledge is the basis of credit and what you have told me is rather against you than for you. In the first place we demand that a concern in your line maintain a ratio of at least two to one between its quick

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Sky medicine for the children

"VACATION time is here and the long summer lies ahead—two months of freedom for the children.

"Don't be afraid to fill them up on sky medicine. Take them out in the family bus and let them range the hills! Let them climb like so many little bears—go berrying—learn for themselves something of the great pageant of the out-of-doors.

"Then, when the winter comes, the youngsters will be fortified against disease, kept warm with the splendid fire of good health.

"Beyond any town the hills loom up, and wherever you go, whenever the long road invites you and the kiddies, remember how dependably and economically Socony Gasoline and Motor Oil will take you there and back again.

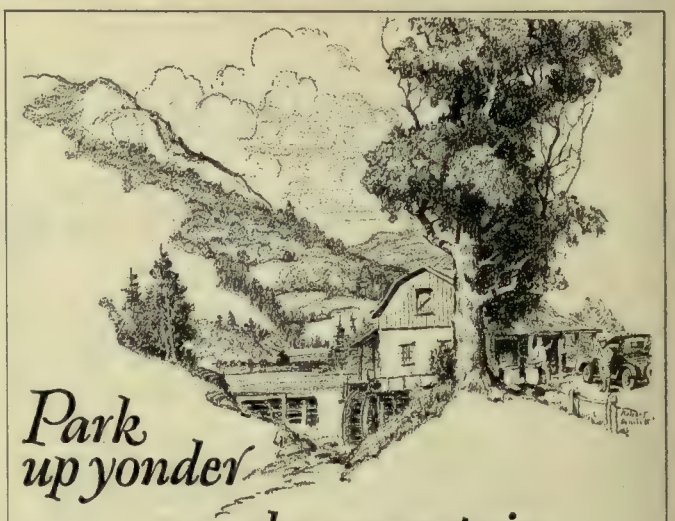
"There's health in the motor ride—longer life and happier."

The Veteran Motorist

SOCONY MOTOR GASOLINE

SOCONY *is* "*Standard*"

STANDARD OIL COMPANY OF NEW YORK ~ 26 BROADWAY



Park up yonder on the mountain

"WE outdoor chaps all have some favorite hang-out in the hills, where peace descends like a mantle, and the music of moving waters is sweeter far than the clamor of the cities.

"Don't go on cheating yourself. Body and soul alike resent the strain and strife of these long days and longer nights under torrid roofs.

"Park up yonder on the mountain. It's not so far away. There wait the cool quiet of the hills and the playground of the winds. There sound sleep comes, and with it zest for whatever task the morrow may bring.

"And no matter how steep the grades, or how rough the road, with Socony Gasoline and Socony Motor Oil, there's still power in reserve to conquer new heights.

"There's health in the motor ride—longer life and happier."

The Veteran Motorist

SOCONY MOTOR GASOLINE

STANDARD OIL COMPANY OF NEW YORK ~ 26 BROADWAY

Auto-matic HEALTH

SOCONY MOTOR GASOLINE

SOCONY *is* "*Standard*"

"LIFE these days is a high-speed affair and the gear ratio is getting higher. Difficult business to keep one's footing, to be free from worry, to guard a generous measure of abundant health.

"Sometimes I think the automobile is the greatest single agent of preventive medicine that we have in this hurly-burly age—that the mere ability to pack up at will and hit the long trail into the peace and quiet of the country, is a gift that few of us realize, and too few take advantage of.

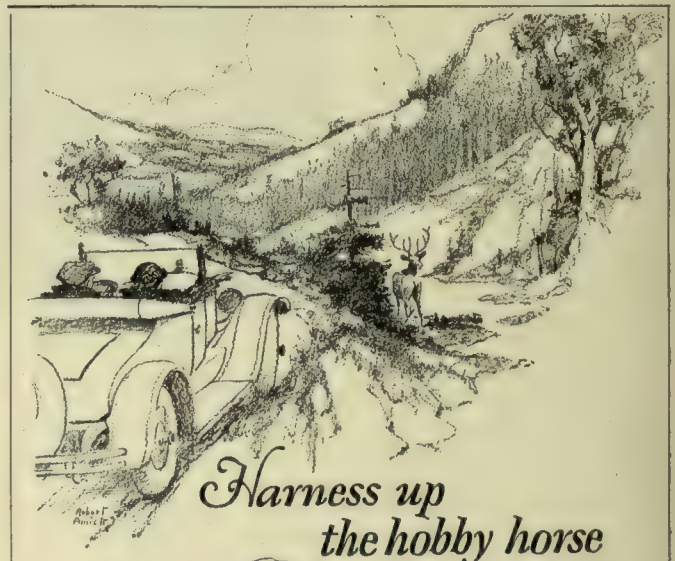
"That's why I like to preach the gospel of Auto-matic Health—the best life assurance in the world. Nothing like the sun in your face and the wind at your back to keep the body fit and the courage soaring.

"And there's nothing better than Socony Gasoline and Socony Motor Oil to keep your engine fit, ready for any test of the road.

"There's health for the whole family in the motor ride, longer life and happier."

The Veteran Motorist

STANDARD OIL COMPANY OF NEW YORK ~ 26 BROADWAY



Harness up the hobby horse

"SOMEWHERE today, in the valley of many hills, the deer come down to drink and munch upon the tender browse. Or, far up among the ledges, where the blueberries purple the rocks, the mother black bear and her twin cubs go scudding into the brush at the sound of the horn.

"There's much to see and much to feel—the shimmer of sun on the hidden lake among the birches, the fresh, smart breeze from out the north, the sweet smell of bacon in the mingled smoke of the campfire.

"A wholesome hobby, the thrill of following unknown trails.

"But whatever the urge that sends you ranging far and wide, the automobile is a necessity.

"And there's no road too long or too hard for Socony Gasoline and Socony Motor Oil to conquer. It's a stout-hearted combination.

"Whether going or coming, there's health in the motor ride—longer life and happier. Harness up the hobby horse, and let it take you where it will."

The Veteran Motorist

SOCONY MOTOR GASOLINE

STANDARD OIL COMPANY OF NEW YORK ~ 26 BROADWAY

SOCONY steps out bravely with a series of newspaper advertisements that will inevitably breed good-will, for they are trying honestly to put some of the fun back into the leisure of life. It is as much of a relief to read them, after reading several miles of "cylinder knock" and "pep gas" copy, as it is to look at one of Socony's outdoor "travel" posters after seeing nothing but geometrical "trade-mark" posters.

Character of Business Papers From an Advertiser's Viewpoint

By Paul T. Cherington

Director of Research, The J. Walter Thompson Company

IN reasoning about business paper circulations measurement standards quite different from those applied to either daily papers or national magazines are necessary. This is fully as true in the matter of measures of influence as in the numerical measuring of subscribers.

Each craft, business or profession is a selected group. To such a group general, human averages do not apply; nor do the averages for groups selected on any other basis. A newspaper in a market representing two million adults would be proud to have a circulation of ten per cent of that number, a magazine whose possible clientele is twenty-five million women is a leader in its field when it passes the million mark. But a business paper often is disposed to explain and apologize for a circulation which represents a much larger percentage of its market than either newspapers or magazines can attain. And if this is true of total circulation figures it seems to apply equally to the figures by which editorial influence may be measured.

Most business markets are small. In some cases several occupations may be combined, but even so the aggregates are not impressive for their size, but rather for their smallness.

It is interesting to observe how many of the business and professional occupations in the United States have between 125,000 and 150,000 people engaged in them. Here is a partial list (Census of 1920):

Bankers, brokers and money lenders	161,613
Clergymen	127,270
Commercial travelers	179,320
Insurance agents and officials	134,978
Lawyers, judges and justices	122,519
Musicians and teachers of music	130,265
Physicians and surgeons	144,977
Real estate agents and officials	149,135
Technical engineers	136,121
Trained nurses	149,128

For the "arts" the numbers, of course, are smaller. The number of artists, sculptors and teachers of art is about 35,000, architects 18,185 and actors 28,361, these being repsentative of the profession calling for peculiar creative gifts, as distinct from ordinary mental capacity.

Since these figures include not only principals, but in some of these crafts many people who must be ranked as more or less minor employees, the obvious conclusion is that the field for circulation of papers published to reach these special business or professional classes is limited. After allowance has been made for the large percentage of subordinates in some of these groups it is surprising in how many it will appear that a circulation of 10,000, if properly placed, must be reaching a large percentage of the alert followers of the calling.

MANY book publishers (it might be said in passing) have been slow to sense the full significance of this situation. The publishers of medical and law books apparently have long had the conviction that their sales must be limited and hence they charge professional prices for their publications. Five, ten or fifteen dollars is the recognized range of prices of books for these professions. But certain book publishers, lured by the large aggregate figures for the numbers of people in business, have been disappointed at the meager sales of "business books" which they have tried to sell at popular book prices. Outside of the retail field or a few others where the population is large, no book publisher should hope to get a sale of more than a few thousand for a business or professional book and he might well base his prices and his sales activities on this certainty.

Publishers of business publications do not need to have this numerical narrowness of their market "rubbed in," but they might do well to let their clientele, both subscribers and advertisers, realize the full significance of the facts. If a business paper has a potential circulation of 10,000 and its actual subscription list is a reasonable margin below that figure the subscription conditions are ideal. If the number of subscribers begins to climb it may signify only that the paper is getting out of its sphere.

In short, it may be taken as axiomatic that the number of subscribers is not a guide in the appraisal of a business paper unless carefully weighed in connection with the size of the market which the contents of the paper are designed to reach. An engineering paper with a circulation like that of a popular weekly might be a fine property for its owners, but it would obviously be reaching outside of the engineer market and hence might have less value as a medium for reaching engineers alone than would another with a smaller but better chosen clientele.

The failure of mere numbers as a basis for judging the advertising value of a publication drives us to the need for arriving at some measure based on quality. From the standpoint of the buyer of advertising space there appear to be at least two quite distinct qualitative standards for judging a business paper. It may be judged by (1) its contents, or (2) its influence with its readers.

SO far as contents are concerned the judgment may be made with some certainty even though the details of the standards of measurement are difficult to state in a few words. The value of a medium of this sort usually will have a definite relation to how it measures up to three main and fairly obvious editorial requirements:

(a) *Has it real news quality?* The answer to this will determine largely whether it is a suitable place in which to put paid-for copy which is designed to reach buyers. The significance of this news quality is difficult to present vividly. We may love a classic or admire a quarterly review; but what we expect from them is essentially different from what we expect from the daily paper,

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Summary of address given before the Associated Business Papers, Inc., Annual Convention, Chicago, Ill.

They Want to Know the Results!

By S. H. Giellerup

© Brown Bros.

TIMES SQUARE takes a big gulp of humanity every Election Night. Most of these men and women will be but slightly affected, no matter what the outcome. Yet, their eyes strain to see the results. You, the advertiser, have a financial interest in the outcome of your advertisements. How often do you take the trouble even to *count up* the vote and act upon the result?

ON a certain evening each year great crowds gather. Men and women stand for hours watching election bulletins. They may shiver a little, they may get wet, but there they stand just the same. They have left comfortable homes, abandoned chosen forms of recreation, and having come they suffer uncomplainingly all sorts of elbowing and jostling.

Why? Can an election in which fully half the qualified voters fail to participate be of vital importance to the other half? If the Republican ticket is elected, will those who voted for Democrats sleep any the less soundly? If Democrats win, what can the rank and file of Republicans do about it—that night? Why don't these people go about their business as usual, in comfort, and read, as they will anyway, the complete report in the convenient morning paper?

What we must remember is that Election Night is the climax of a drama lasting many weeks. During those weeks it gives the weather a brief respite from its function as chief topic of Main Street conversation. It occupies front page space to the exclusion of all but the direst murders and most sensational divorces. And out of all the pointing with pride and viewing with alarm, the flag-waving and the mud-throwing, the hand-shaking and the baby-kissing, there emerges a clear and distinct outcome, a simple issue that the simplest mind can understand: one man is to be elected, the others are to be defeated.

So your crowd turns out, each member of it having already taken sides. And there these people wait, enjoying the rare thrill of learning whether their side wins or loses.

There is in this aspect of Election Night something for national advertisers to think about. The great magnet for the crowd is the definiteness of the result. An election is never one of your "no decision" bouts. One candidate wins, another loses. The crowd watching the bulletins compares figures. It sees the finish of the fight; *otherwise it would not have come.*

EVERY day is election day for the advertiser, but *he* seldom takes the trouble to count the vote. Among his advertisements in any given year there are winners and there are losers. Every day the public acts on one ad and passes by another. The vote is rung up on a thousand cash registers, but only an occasional tinkle of the bell reaches the ears of the man who pays for the whole campaign.

More and more, however, advertisers are attempting to count the public's vote, to learn the sales value of individual advertisements. The sales test, an undertaking considered by some to be difficult, really offers but few problems. Its cost runs from one to five thousand dollars depending upon its extent, and its results enable advertisers to increase by substantial percentages the effectiveness of six figure expenditures. In conducting the test, you must observe certain rules. The necessity for them can quickly be appreciated by applying them roughly to the efforts of the crowd before the bulletin board to predict the outcome from partial returns.

The first rule is: *Test one thing at a time.* Let us say, for instance, that you are advertising Lemburski's Full Fashioned Paper Weights, and that your partner, Mr. Gratz, disagrees with you about the kind of copy to use. In his misguided way, he believes the name Lemburski so dear to the hearts of the paper weight buying public that the finest possible ad is one in which that name occupies 75 per cent of the space. You, on the other hand, are equally certain that the name Lemburski means no more to the callous citizenry than the buttons on their coat-sleeves, and that the one way to sell your paper weights is by enlarging on their full fashioned features.

During the verbal encounters which occur, Gratz happens to show his lack of innate refinement by sneering at the full-pages which you have deemed necessary. Being a piker at heart, he is anxious to double the number of insertions for the money by using half-pages.

So you decide to have a showdown, to convince him, by counting up the sales, that his judgment about advertising is as crude as his manner of expressing it. But, in your effort to expose his ignorance to the full, you make the mistake of including in your test both copy and

[CONTINUED ON PAGE 42]

THE · EDITORIAL · PAGE

An Editorial by Earnest Elmo Calkins

FROM a letter to the author of a book which quite frankly criticises advertising:

"I feel that advertising ought to be criticised from every point of view. No one knows better than the advertising man how full of faults it is, how many failures there are, how much waste there exists, and every worth while advertising man is working and learning, trying to correct these things, trying to make advertising a surer and more economical method of selling goods. And so the more criticism there is, especially if it is sincere and honest criticism, the better, and the more discussion it leads to, the more we will all learn."

Poor Taste

WE see no reason why advertisers should not employ the talents of well-known actors and writers to prepare copy for them, but we think such copy should be given the same careful scrutiny that any other copywriter's work would be given, and censored if need be. This observation is prompted by a piece of copy written for Bull Durham Tobacco by the inimitable Will Rogers, who we admire much, both as an actor and a writer.

But when Mr. Rogers writes copy like the following over the signature of The American Tobacco Company, it seems to us in poor taste and ill calculated to build good-will, either abroad or among many of our own citizens:

> These Nations are just stalling until another War comes along, and the first thing you know our debt will be four Wars behind.
>
> We have enough saved up to fight again, but they are using it now to enforce Prohibition.
>
> Oh, yes, "BULL" Durham. I like to forgot to mention that. Well, that is what the Foreign Nations are paying us in.
>
> "BULL" DURHAM without the DURHAM.

Department Store Buying

ANENT the wave of protest that seems to have been rolling up over department store buying methods, we note that one large New York store—Macy's—does not propose to leave itself open to criticism.

Recently this store held a luncheon which we believe is unique in department store history, at which buyers and trade salesmen who sell them merchandise sat down together; and Jesse Straus personally appeared and gave a brief talk.

As a result of that luncheon several improvements were decided upon. For one thing, buyers will begin to see salesmen at 9:30 a. m. instead of at 10; and for another a bulletin will be posted on the street floor entrance to the buyers' elevators giving names of buyers, hours when they see salesmen, and the kinds of goods they buy. The Macy buyers agreed to be present at those buying hours, and to keep appointments scrupulously.

A change in the method of handing out appointment tickets was suggested by the salesmen's representatives and adopted by the buyers. Under the new plan, instead of appointment numbers being assigned in direct rotation, there will be two kinds of numbers; one on blue cards for salesmen with samples and another on white cards for those without samples. Since it takes longer for a buyer to interview the salesman with samples, he will be able, through this division, to see in a comparatively short time all his non-sample visitors and give his full time to inspection of merchandise. He will also be free from the annoyance of interrupting his inspection to listen to the salesman who wants to "see him for just a minute."

If all of the big department stores would hold similar buyer-salesmen luncheons and iron out some of the wrinkles in their relations with each other, selling would be less difficult and less expensive; and so also would buying.

Posthumous Wisdom

"IT is vastly important that a business institution be in tune with the spirit of contemporary public thought and feeling," wrote the late George L. Dyer.

Retail Advertising Pays, But—

COMMENTING on Charles Edison's address, "America Has Swallowed a Slogan With Blind, Unthinking Faith," published recently in this magazine, Newton R. Barrett, who is connected with a large chain store organization, brings out a point in connection with the "It pays to advertise" idea as applied to retail advertising and selling, as he has watched it over a long period of years, which deserves recording.

"The first need for the successful operation of any retail store," he says, "is a man in charge who through his own personal effort can account each year for a certain amount of business. To such a man newspaper advertising is an aid; but it is not a crutch on which he can lean. For the moment he begins to lean on it he will find that he needs two crutches instead of one, and finally a wheel chair.

"Here is a typical example of how we handle men who show a tendency to over-praise the virtues of advertising. A young man in charge of one of our successful stores recently addressed a letter to us in which he included the following paragraph: 'I want to thank you for your splendid co-operation. You know the old slogan "It pays to advertise" and advertising is what got my business.' This young man is of the ultra-active type; he uses every and any device for getting business, but more than anything else he uses HIMSELF, through his windows, the telephone, people he meets at lunch, at evening affairs, etc. He personally accounts for much of his business."

This is just another way of saying that the man who would succeed best without advertising will achieve the greatest success with advertising. Advertising adds momentum to effort.

Bread and Butter Problems of a Sales Manager

Where Shall I Get My Salesmen?

By V. V. Lawless

OUT in Iowa they have a saying, "A dog that will bring a bone will take one." Which in itself sufficiently explains why about the poorest way to recruit the sales force is to hire men away from a competitor. If you hire a man merely because he knows the line and the territory, his knowledge will make him just as attractive to your other competitors as he is to you. If in addition he can bring you business which his old house held, he is certain in time to sell that same business to the highest bidder.

I find that most sales managers agree that to steal salesmen is poor policy and not done; but under pressure I find that most of them fall once in a while when a peculiarly attractive opportunity presents itself. Usually the experience is so unpleasant that they refrain from pirating for a year or so and then, being human, forget their last experience and repeat.

There seem to be four other principal sources of salesmen—advertising for them, transferring men from other departments of the business, employment agencies and getting salesmen to recommend their friends. All of these methods produce good results sometimes. As a rule, though, the turnover of men so secured is apt to be high, and a good many of the salesmen fail to make good.

I know one veteran salesman who worked for more than a dozen different concerns in nearly as many lines before he finally struck the right one, in which he has made good for the past ten years. His comments on sales managers he has worked for are pointed though provocative.

SALES managers are coming to believe that it is essential that their salesmen have a knowledge of the industry to which they are expected to sell. A salesman who is familiar with office procedure is better qualified to sell special equipment than is the salesman who has no such knowledge

"Mighty few sales managers," he says, "have the slightest idea what qualifications their salesmen should have. Some of them never give it any thought. Others I know have studied the problem. Usually these men have spent a period of apprenticeship on the road themselves and have become sales managers because they were unusually good salesmen.

"BY analyzing the reasons for their own successes as salesmen they hope to find what qualifications other salesmen should have. The trouble is that mighty few good salesmen can tell what causes their success. They know how they sell but seldom why.

"I was hired by nearly a dozen sales managers to sell in fields for which I was utterly unsuited. I guess I was a natural salesman—at least I could always convince employers that I could sell. But I knew nothing about the industries to which I was expected to sell. That to my mind is today the chief qualification a salesman should have."

That is a conclusion many sales managers are reaching. Many manufacturers and wholesalers of food products get their salesmen from behind the counters of grocery stores. Machine tool makers are constantly on the lookout for bright machine shop foremen who know the problems of the shop and who have had experience with machines of many types.

A distributor of building materials used to employ only technical graduates fresh from college. These men did not know construction work at first hand and most of them flopped.

Now he employs only construction foremen, material clerks on construction work or men who have had considerable experience in architects' offices. He has less turnover, his men make more money and his selling cost is lower.

The sales manager of a concern making office equipment of a somewhat special nature has come to the same plan. He believes that a knowledge of office procedure and routine is the one qualification which is indispensable to his salesmen. He insists that his men know the type of work that is done in the credit department, the sales department, the shipping room and every other part of an office. The ex-office manager is for him the ideal raw material. If such a man has a fair personality and will work persistently without becoming unduly discouraged, he is a success, according to this sales managers' experience.

To find this type of man several experiments were tried.

[CONTINUED ON PAGE 51]

BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

An advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
Frank Baldwin
Bruce Barton
Robert Barton
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
Francis Corcoran
Margaret Crane
Thoreau Cronyn
Webster David
C. L. Davis
Rowland Davis
W. J. Delany
W. J. Donlan
Ernest Donohue
B. C. Duffy
Roy S. Durstine
G. G. Flory
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Gilson B. Gray
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Clara S. Hawkins
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Carolyn T. March
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
Irene Smith
John C. Sterling
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
C. S. Woolley
J. H. Wright

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

How I Find Copy Material

By M. J. Evans

Republic Flow Meters Company, Chicago, Ill.

WHEN considering the question of sources of copy, the first question to answer is—"Who are you trying to reach?" Who this executive is depends, of course, upon the industry. In the power plant, our experience has indicated that the most important man to sell is the chief engineer or the power superintendent—the man directly in charge of power production, whatever his title may be. The general manager, president, and sometimes the purchasing agent are, of course, important, but to a lesser degree.

Where our equipment is sold to heat treating plants, brick and clay plants, etc., the first man to convince is usually the general superintendent or factory manager; in smaller plants, the general manager or president.

Keeping these facts in mind, we carry the great bulk of our advertising in industrial papers reaching these individuals, and our copy is selected with the idea of appealing to men of this type with the greatest effectiveness. In selecting copy for such readers, our experience has indicated that they are chiefly interested in what our product will do. Will it reduce operating costs? Will its use lower the percentage of rejections due to faulty manufacturing? Will it enable the executive to maintain a better supervision of manufacturing processes? At the same time, they are, of course, somewhat interested in how this is accomplished, but this is a secondary consideration, and we rely on our catalogs to answer such questions.

After a man has become interested in a certain instrument or machine, he wants to know who is using it and what has been their experience. Is it a new and untried device, or one that has an acknowledged place in the field? Still later, he is interested in knowing in a general way the position of the manufacturer, his reliability, the kind of service which he offers, etc.

With these points in view, we try to build each individual advertisement in such a way as first to attract the readers favorable attention, and then to interest him sufficiently to lead him to write for literature giving additional information.

While our advertising aims to accomplish to a certain degree all of the aims already mentioned, our experience would indicate that the most effective way of accomplishing all of them at the same time is through an interesting account of an installation in some other plant in the same industry, which illustrates in a particularly striking manner some important advantages of the equipment.

Each installation which we have usually illustrates the advantages of one particular type of equipment better than any other. In order to keep the entire line before our readers, it is necessary to carry an occasional advertisement featuring the fact that we are one of the few companies from whom it is possible to get a complete instrument layout, regardless of plant conditions.

After the attention has been attracted, the most important step is to have some concrete data to give the reader with reference to actual accomplishments in the plant illustrated. To obtain such facts and figures, we have, in many plants, used Nielsen Reports quite successfully. In other installations we are able to get excellent photographs through our branch office managers, together with very complete records as to performance, savings, increased production, decreased rejections, etc.

INASMUCH as this forms the backbone of our copy, it is necessary to have a continuous supply. When this plan of campaign was originally adopted we went through our customer list and listed every customer of importance. Since then we have been continuously at work on this list, getting photographs, letters, data, etc., and in practically every case, the cooperation we have given has been 100 per cent. This, of course, can be done most effectively through our branch managers. Every effort, therefore, has been made to gain their active cooperation. They are urged to criticise our copy, our broadsides, letters, etc., and quite frequently some of this material is submitted to them for approval and suggestions before it is used. This we have found gives them a much more active interest in our work than could be obtained in any other way. Their suggestions and comments have also been very helpful. Their daily contact with the trade is extremely valuable, if their cooperation can be actively enlisted. Our experience has been that one of the greatest things an advertising department can accomplish is to sell the entire sales force on the fact that everything it is doing aims to make sales work easier. The only way this can be accomplished is by the advertising department offering genuine assistance; and we have found that there are a large number of ways in which this can be done.

FOR us, the sales department has proved one of our most important sources of copy. Whenever an order from a new customer is received, this is noted and placed in a "bring up file" to be considered as a copy source three months later. At this time the branch office is written and the machinery started to obtain a photograph and complete data. It is very seldom that this is accomplished at that time, as such work can only be sandwiched in between the routine work of our sales engineers. From this time on it is followed in various ways until ready for use as copy. In this way we have a continuous supply; and so far our copy material has always been ahead of our needs.

As far as the write-up of the actual copy itself is concerned, our policy is to tell as simply as possible what the equipment accomplished in the plants shown, giving details which will be of genuine interest and value to the reader, and if possible assist him to the solution of any similar questions in his own plant, always tieing it up with a suggestion that the reader send for whatever literature will complete the story.

We have found that the engineer

Portions of an address before the Engineering Advertisers Association, Chicago.

You Can Collect A Crowd by Shouting

but to sell you must talk to those who can influence purchases of your products—more so in the railway industry than in many others. The departmental organization of the railway industry and the widely different activities make it necessary to gain the attention and confidence of each department individually.

Intensive railway selling is justified, for the amount of business, once it is secured, is so large that it is not only highly desirable but the ultimate selling cost is relatively low.

Railway advertising is a part of railway selling. The five publications in the RAILWAY SERVICE UNIT enable you to apply the same intensive methods in your advertising as in your sales work, because each publication is devoted exclusively to one branch of railway service.

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street New York, N. Y.

608 S. Dearborn St., Chicago 6007 Euclid Ave., Cleveland
New Orleans Mandeville, La. San Francisco Washington, D. C.
London

A B C and A B P

The Railway Service Unit

Five Departmental Publications serving each of the departments in the railway industry individually, effectively and without waste.

is always interested in definite data or information which will help him to carry on his work more efficiently. For this reason we try to make all of our advertising as informative as possible. This is done first by giving concrete details of installations as already mentioned; and second, through the literature which we have available for distribution. At the present time we have one of the foremost men in each of our three fields—power plant operation, heat treating, and ceramics—writing a continuous series of short articles dealing with the engineering problems in each of these industries. This material is entirely original research which has never before been published. No mention is made of our products, and as these men are writing for no other organization, their data are very valuable. Professor G. F. Gebhardt is author of *Power Plant Engineering* and head of the Department of Mechanical Engineering at Armour Institute. Professor H. M. Boylston heads the consulting staff of several

[CONTINUED ON PAGE 80]

Shopping in London

By James M. Campbell

TO me, shopping in London is a never-ending joy for, no matter what type of store I enter, I always have an "experience."

Yesterday, I went into a tiny book-store in Bayswater to buy a book—one of those "helpful hand books" which come from the English press every month or two.

"Sorry," said the young person behind the counter. "We are all out of it. But we can have a copy for you at six o'clock this evening."

"Very good," said I. And I gave her two shillings and my address. Then I asked, "How do you do it?"

"Do what, sir?"

"Get a two shilling book in five or six hours from a publisher whose place of business is three or four miles away. We think we are pretty quick in New York, but we don't do things as rapidly as that. How do you do it?"

From a dark corner in the rear of the shop emerged an elderly man.

"I'll explyne it to you, sir," said he. "We've been 'ere three generytions. We're very well organized."

"Yes. But how do you do it?"

"Well, sir," said the elderly man, "it's this wye. We 'ave two men who do nothink but fill orders. A gentleman comes in before half past twelve. 'E wants a book. Other gentlemen—and lydies, too—'ave been in, yesterday afternoon, we'll sye or lawst night or this morning. These men I speak of tyke these orders. They go from one publishing 'ouse to another and fill the orders. That's 'ow it's done. There's no profit in it to us, you understand. It's an accommodation to the public—a sort of an advertisement for us. Yes, sir!"

In a men's outfitting establishment near this book-store, I had another adventure. The man who waited on me was well over seventy. I told him what I wanted—a shirt of a certain color, size 15.

"Fifteen! Ah, yes! Number 3!"

© Underwood & Underwood

"No! No!" said I. "Size fifteen!"

"That's it, sir," he answered. Then counting with the forefinger of his right hand on the upheld fingers of his left hand, he continued, "Fourteen is number one. Fourteen and a half is number two. Fifteen is number three. Quite right, sir. George! (in a commanding tone) George!"

From somewhere or other—the cellar for aught I know—came hurrying a boy, garbed in a light-green uniform, and wearing a semi-military cap.

"Excuse me, sir," said the aged salesman. Then, handing the boy four copper coins, he said "'Urry!"

"Yes, sir," said the boy and he departed from the shop in haste.

Before the aged salesman had finished wrapping up my shirt—he did not "'urry"—the boy was back—with a pot of tea!

Another experience. A month or so ago, I purchased a pair of crêpe-soled shoes and at the same time and from the same salesman a pair of woolen socks. Four or five days later, my wife called my attention to the fact that there was a good-sized hole in the heel of one of the socks.

Yesterday, I took the socks to the store where I had bought them and told the manager what had happened.

"What do you want me to do?" he asked.

"That is for you to say," was my reply. I added, "Do you think I have been given good value for my money?"

"Leave them here, sir. I'll take the matter up with the manufacturer. Will you come in tomorrow afternoon, sir?"

I went in, an hour ago. The manager greeted me with a smile. "The manufacturer tells me that he has tested the yarn in your socks. It is thoroughly bad. If you will have your socks laundered, we will be glad to give you a new pair in exchange for them."

"But I am sailing tomorrow," I said. "I say," I went on, "I'll pay the cost of having them laundered. How much is it?"

"Never mind, sir. Under the circumstances, we'll make an exception to our rule." And he handed me a new pair.

Then it was that I told him why I had gone to so much trouble on so small a matter. "I've heard a lot," said I, "about British honesty. I wanted to find out if there is such a thing. There is. Thank you! Good day!"

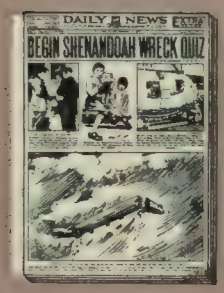
I take off my hat to these people!

THE average net paid circulations of The News, New York's Picture Newspaper, for the six months period ending September thirtieth, 1925, were—

DAILY 920,956
SUNDAY . . 1,122,065

The Largest Circulation in America—morning, evening or Sunday—and still growing.

Advertisers: Buy on a rising market!



September 1925 Averages

Daily . . 980,859
Sunday . 1,153,641

THE NEWS
New York's Picture Newspaper

25 Park Place, New York
Tribune Tower, Chicago

An Advertising Agency in Altruria

By Willard G. Myers

MY friend seemed more and more puzzled as our talk continued. We had met again that morning and after luncheon at the Advertising Club were chatting downstairs in one of those sumptuous rooms that always give you a half-embarrassed sense of appreciation of all this grandeur and yet with it a feeling that it is hardly the atmosphere for an advertising club. But my friend from Altruria had enormously admired the splendid mantel; you do not qualify your feelings about that mantel.

He was intensely interested in my somewhat inadequate presentation of the details of advertising practice in the United States. He murmured polite encouragement as I paused to clarify my points in my own mind before putting them into words. But his guileless, gentle questions grew more and more embarrassing. With every explanation, I felt myself coupling to it a defensive footnote. It was getting tiresome.

"But your advertisers are still paying for the privilege of telling about their wares to a reading public that is supposed to be reading something else?"

This didn't seem quite right and I said as much. But he didn't seem to notice my objection. "And your great advertising specialists—your advertisers get their services for nothing, do they not? These publishers who have a 'list' price to advertisers—do they not set aside a part of that money to recompense the specialist who is working for the advertiser—in other words, the publisher being better organized is able to get sufficient money from the advertiser to pay the specialist the compensation he couldn't hope to get himself?"

Somehow he seemed to be putting the wrong complexion on everything merely by his irritating way of constructing his questions.

"Tell me about advertising as it is practiced in Altruria," I said. "Give me some idea of an advertising agency as it operates in your country."

Willard G. Myers
President, Myers-Beeson-Golden, Inc.

We had painfully hurdled that word "agency" before this, so he knew what I meant.

"Well," he said, "I begin to realize that Altruria must have passed through a period similar to the present state of advertising in the United States as you describe it to me. My father, who founded the house I now manage, has told me of his early days in advertising and they seem quite similar to certain practices you describe, although I don't remember that they were quite so crude—if you will forgive the expression.

"WHETHER our present sytem was a matter of evolution or design I can't say—probably a little of both. But, broadly speaking, an advertising agency in Altruria works along these lines. Everybody in Altruria reads. In this we are not far ahead of your country but there are *no* illiterates in Altruria. Standards of taste are slightly higher—in other words, there is a pretty high level of culture but that of course does not affect the advertising man, for his training has taught him the reaction of all degrees of culture and it is only a matter of shaping the appeal to fit the type of mind.

"Of course advertising in Altruria is simply advertising—we never speak of newspaper, magazine, direct mail, outdoor, moving picture or radio advertising, for a campaign to sell goods comprises all of them.

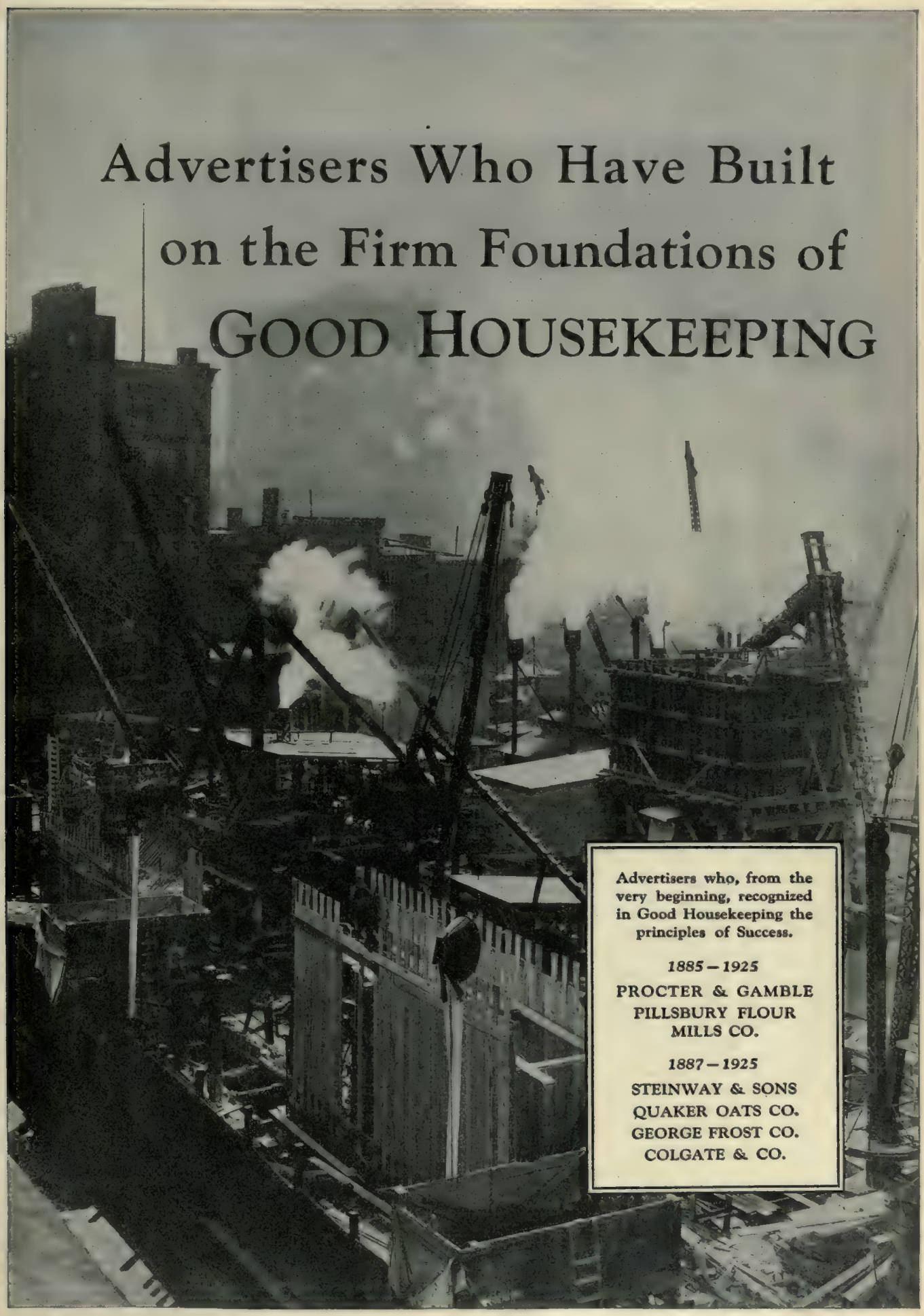
"And an advertiser pays for accomplishing a certain result. Most Altrurian advertisans, or agencies, as you would call them, have adopted the "unitpower" system on which charges for advertising service are rendered. It is like buying so many kilowatts of electricity—if you get what I mean. As I said, practically all our advertisans have adopted the system, so there is no difference in the cost per unitpower, no matter what advertisan you employ. But of course there is a difference in the service of the different organizations. There is no greater proportion of pure advertising geniuses in Altruria than in the United States and the organizations possessing them do the superlative jobs.

"The advertisan is retained, the problem surveyed and the work is started. The advertiser's sales department plans its work in conjunction with the agency. Most campaigns are worked out in this way. The territory is decided on, the advertising organization through its publicity channels starts to call the public's attention to their client's product."

I interrupted: "But you spoke of buying unitpowers of advertising—how does the agency pay the publishers, the owners of outdoor display, the radio companies?"

My friend seemed puzzled, then laughed. "Oh, I forgot you didn't know—in Altruria, the advertisans, the advertising agencies, *are* the publishers, they own the outdoor locations and operate the radio stations. You see, as my father pointed out, the old situation was intolerable. The advertising agency was in an anomalous situation. It did not wholly represent itself, its client or the publisher. My father says that the publisher, in the dim, long distant past, started out with

[CONTINUED ON PAGE 64]


Advertisers Who Have Built
on the Firm Foundations of
GOOD HOUSEKEEPING
Advertisers who, from the very beginning, recognized in Good Housekeeping the principles of Success.
1885 – 1925
PROCTER & GAMBLE
PILLSBURY FLOUR MILLS CO.
1887 – 1925
STEINWAY & SONS
QUAKER OATS CO.
GEORGE FROST CO.
COLGATE & CO.

How One Trust Company Extended Its Field of Activity

By John A. Reynolds

Assistant Vice-President, Union Trust Company, Detroit, Mich.

THE building up of any type of business is governed by several very self-evident laws, which in our modern way we adhere to by developing "selling" and "advertising." One is as important to the other as any relationship we may think of. Advertising in every institution is valueless without salesmanship, and salesmanship will bear little fruit unless backed up by advertisements of proper strength and directness.

Nowadays we misuse the word advertisement. We seem to think an advertisement must always be the printed ad which is placed in our newspapers and periodicals or the poster which is spread upon billboards and signposts. An advertisement needs not merely to be a sign in print. It may be anything which attracts attention. It is rather an ingenious device which attracts an inquiring public to a commodity or fact. The commodity may be tangible or intangible. It may be professional services. It may be good will. It may be a piece of machinery or a mountain.

Salesmanship may be an advertisement, in fact is an advertisement, and we must remember that while we frequently differentiate the two they are as indissoluble as day and night. Salesmanship does not necessarily imply the activity of hired solicitors. Salesmanship is an ability to attract others through the ingenuity of mental effort or the cogent focusing of attention on compelling arguments. It may mean, and more often does mean, the power of creating a desire in the heart of those to be attracted for articles or services to be disposed of or secured. We can never attribute definite results to one individual of any organization for its success. Nor can we at any time determine that a definite piece of literature or a certain ad is responsible for selling a given product. It is impossible definitely to cite the exact reasons why we respond to appeals. The point I am making is that only when organizations realize the great importance of utilizing every means for the securing of business do they achieve any success in building or expansion. Advertising and salesmanship must be combined absolutely.

The Union Trust Company in Detroit had proceeded for years under the force of its own momentum and had relied solely on the prestige of its name for its development. A few years ago it was deemed advisable to extend its efforts and to adopt actively the modern scheme of advertising to promote the further attention of Detroiters to its facilities. That time is marked by the advent of Mr. Clinton F. Berry to the position of its advertising manager. Mr. Berry had very definite ideas about display work and believed that in the securing of business no little amount of attention must be paid to the matter of attractiveness of display.

Coincidental with the coming of Mr. Berry to our company, there occurred the creation of a New Business Department, which was to work hand in hand with his office in the active solicitation of such different leads as might be secured from our advertising and which was as well to assist in the promotion of an interest in Union Trust affairs by calling personal attention to its services.

THIS was to be accomplished by telephone calls, personal visits, letters and other means of direct communication. At that time the Union Trust Company consisted of approximately two hundred fifty employees. It was recognized that these two hundred fifty people must have any number of relations, acquaintances and friends who knew little or nothing of the services we had to offer. It was thought certain that in the developing of particular services, such as insurance trusts, a campaign of enlightenment directed through our employees to such an end would create in them an interest in the welfare of the organization and which would prompt them to discuss our services outside of office hours, would produce favorable results. It did. Various instructive pieces of literature having to do with the use and development of our various services were prepared by the advertising department and were distributed among them. Among these was much comprehensive material on insurance trusts. These cards, bulletins and notices requested the employees to turn over to the Business Development Department the names of all who might be interested in our trusts and other services.

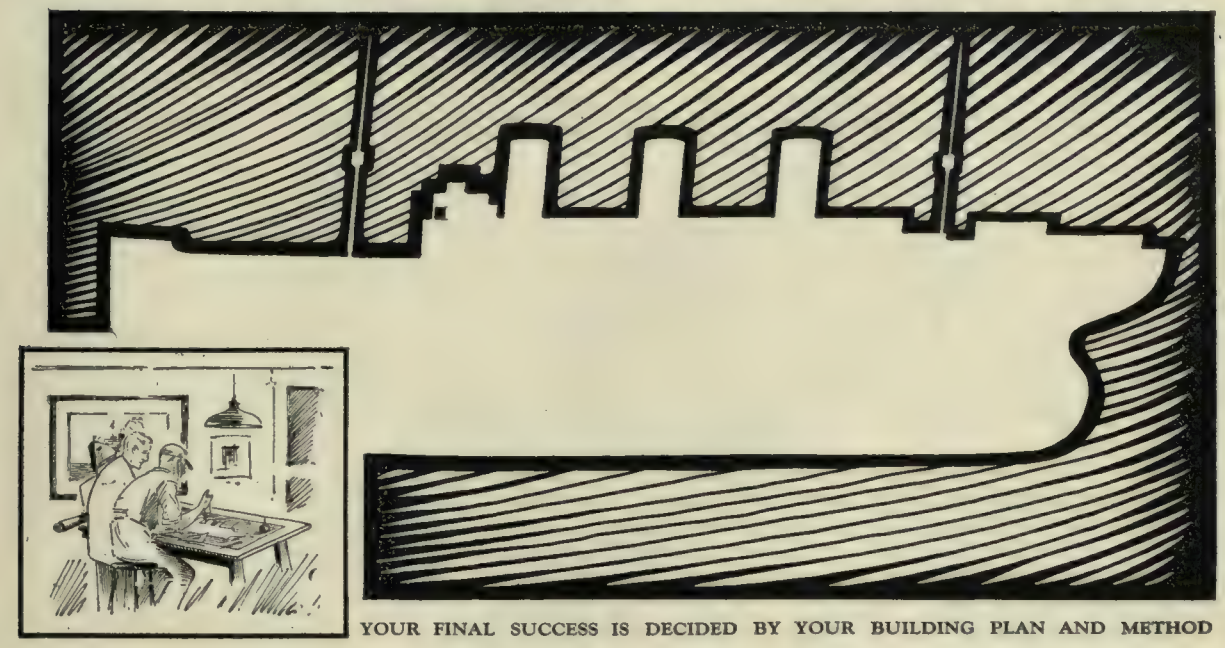
THE result was very gratifying. Among other things it proved to us that the insurance trust could be readily sold and we at once began a campaign on the general public to that end. We recognized there were approximately three thousand people actively interested in the sale of insurance in Detroit and we sought to promote their interest in insurance trusts by adopting means of advising them of the various features embodied in these trusts through talks, letters, personal calls, telephone conversations, and many other means.

Our advertising has always been along institutional lines and we pointed out to insurance men the similarity of operation and control existing between insurance companies and trust companies. We laid stress on the stability of our company, on the fact that it had never lost a dollar to any of the beneficiaries or dependents of any of its trusts, and we emphasized the type of service we could promise to clients by inviting them to use our facilities personally. We prepared or purchased endless series of booklets and pamphlets dealing with the subject, which we distributed to them and to their clients gratis. We arranged striking advertisements devoted solely to the sale of life insurance and

[CONTINUED ON PAGE 78]

Portions of an address before the convention of the Financial Advertisers Association, Columbus, Ohio.

IF *the product is right*—IF *it answers the wants of the many*—IF *you sell it fairly to all factors*—*you will be able to build a great business structure*



YOUR FINAL SUCCESS IS DECIDED BY YOUR BUILDING PLAN AND METHOD

WITH efficient sales promotion you will build a safer, stronger business, and do it sooner—but be sure your promotion *is* efficient. ECONOMIST GROUP advertising, carefully planned, is that kind. Where a line sells through department and dry goods stores, this is your straightest approach to the factors that make your fortune.

. . Here are business papers accurately geared to the varied needs of their readers, the merchandising minds of the foremost stores in practically every city and village of the United States. These stores are ready to expend, in *your* behalf, *their* vast resources of prestige and promotion.

Tell and sell the merchant and he'll tell and sell the millions. The ECONOMIST GROUP offers you the practical, profitable way to win the buying favor and to warm the selling fervor of an industry *whose daily concern is the success of your product.* No other means can help so much—in fact, there is no other tool for this job.

The ECONOMIST GROUP [*Dry Goods Economist, Merchant-Economist*]

NEW YORK (239 W. 39th St.)—BOSTON—PHILADELPHIA—CHICAGO—ST. LOUIS—SAN FRANCISCO—LONDON—BRUSSELS—PARIS

Our 35,000 stores in more than 10,000 centers do over 75% of the country's retail business in dry goods and department store lines.

Manipulating Inventories to Increase Profits

By Ralph K. Wadsworth

HOW to get more profit from his present volume of business is a problem puzzling many a manufacturer today. He cannot increase prices because competition forbids. He can lower costs but little because labor and raw material remain about the same. One solution lies in increasing his turnover on his investment.

In the final analysis, this is the source of the greatest net profit to any business. As everyone knows, it is being applied with great success by the chain stores and large department stores, but probably few firms are in position to carry it to the extremes that the mail order houses do today. The very nature of their business enables them to follow sales figures through to an unusual degree.

Generally speaking, there are two ways of increasing your turnover. One is to increase your sales without adding to the stock you have on hand, which is not always possible. The other is to handle your present volume of business with a smaller inventory.

For example, let us say that with $100,000 stock you are able to show at present a net profit of $10,000 a year, or 10 per cent. If you can, with more scientific methods, reduce your stock to $50,000 and still handle the same sales, your net profit doubles and becomes 20 per cent on your stock investment.

This principle is thoroughly understood by such firms as Montgomery Ward and Sears Roebuck, and they have worked out various scientific methods of operating on reduced inventory which might be studied to advantage in many businesses. One method used quite successfully is that of carefully manipulating their stocks by sizes, colors or grades, according to customer demand. The exact figures available in a large mail order business permit of their carrying this principle further than most stores or manufacturers are able to do.

In all lines, whether paint, dress goods or tires, some sizes sell better than others. Consequently it would be folly to stock the same quantity of goods in all sizes. You would not only increase your inventory unnecessarily, but you would have a surplus of broken sizes left at the end of the season which would have to be jobbed off at a loss.

LET us take a woman's silk canton dress for example. This usually runs in six sizes, 34 to 44. Suppose your best-selling sizes call for ten sales within a month, and that the dresses cost you $15 each. To carry a stock of ten garments for each size would mean an investment of $900. Yet Montgomery Ward would handle the same volume of sales on an inventory of $480, about one-half as much.

This is made possible by a careful record of sales year after year. Montgomery Ward's experience in the sale of a woman's silk canton dress, for example, works out as follows from figures compiled by them:

Sizes	34	36	38	40	42	44	Total
Per cent sales	13	23	31	15	10	8	100%

But the scientific manipulation of inventory does not stop here. It is applied according to color also. In this case your garments will sell according to color as follows, and you would apportion your stock accordingly:

	Sales According to Color, Per Cent
Navy blue	29
Black	14
Brown	13
Flesh	7
Taupe	27
Copenhagen blue	10

These principles are not confined to clothing, but are applied by the mail order firms to other lines as well. Take tires as another example. Your sales on these should be:

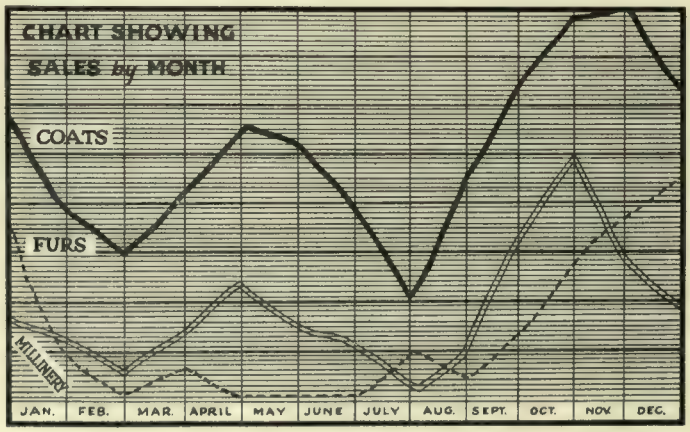
	Per Cent		Per Cent		Per Cent
30x3	— 7½	32x4	—12½	33x5	—2
30x3½ cl.	—57½	32x4½	— 5	34x5	—1
30x3½ss.	— 6½	33x4	— 2	34x4½	—1
31x4	— 3	33x4½	— 1	35x5	—1

This does not take into consideration balloon tires and truck sizes, which must be treated as separate items, each with a corresponding variation in sales according to individual sizes.

There is another application to this same principle used by the mail order houses which you can employ with great success, and that is to manipulate your inventory according to seasonable demands. No matter what class of goods you carry there are some months when your demand is greater than others. Therefore, it would be a waste of capital to carry the same inventory the year around.

For example, in a jewelry line you can reduce your stock to the very lowest ebb in the spring and summer, but in the fall you must have on hand four times as much merchandise, because this is the greatest season for that class of goods.

[CONTINUED ON PAGE 63]



THE above chart giving the actual sales of a mail order house will serve to illustrate the problems involved in manipulating inventory according to seasonable demands. The smaller the stock, the more rapid the turnover will be if proper inventory is used

2,174,170

Largest Daily Circulation in Ohio!

Gain of 9846 in six months! Gain of 16,395 in a year! Largest daily circulation ever attained in Ohio!

174,170 of this was City circulation! A GAIN of 8,346 in six months; a GAIN of 16,946 in a year; now over 65,000 more city circulation than any morning daily newspaper, and 15,411 more *city* circulation than the other *evening* daily newspaper has total circulation!

This is *Cleveland's* newspaper!

The Cleveland Press

FIRST IN CLEVELAND!

NATIONAL REPRESENTATIVES:— ALLIED NEWSPAPERS, INC.,
250 Park Ave., New York City 410 N. Michigan Blvd., Chicago
CLEVELAND, CINCINNATI, SAN FRANCISCO, SEATTLE, LOS ANGELES

A SCRIPPS-HOWARD NEWSPAPER

They Want to Know the Results!

[CONTINUED FROM PAGE 28]

size of space. That it was a mistake, you learn to your chagrin later, for although your kind of advertisements make more sales, you cannot tell whether this was the result of the copy or the size. Thereafter, when you assert that "full fashioned" is the better copy appeal, Gratz says triumphantly, "How do you know? Maybe it was the full-page." And when you boast about larger space, he counters, "How do you know? Maybe it was the copy."

In your election returns you have problems of the same sort. Two thirds of the election districts in the State capital show the entire Democratic ticket running exceptionally strong. But the Democratic candidate for mayor is an unusually popular man and you are, therefore, unable to tell whether it is a Democratic year and the whole State ticket will win or that the one popular local candidate is carrying his ticket with him and that in the districts where his support is lacking the Republicans will get the vote.

Don't, I repeat, try to settle more than one question at a time. The simpler you make the test, the less opportunity for dispute in interpreting the results.

When Smith was running for re-election as Governor of New York last year, the earliest returns I saw gave him a remarkable lead. But these returns were all from New York City which is the Governor's stronghold. It was impossible to forecast the result on the basis of these returns as the up-state Republican vote *might* have wiped out the city lead. That incident partially illustrates the second rule: *Include in the test an adequate number of cities all of the same kind.*

The question of whether the best copy appeal for ear-muffs is their exceptional warmth, or their patented feature of automatically lifting up on the sound of autohorns, snow ploughs, and the voices of bill-collectors—this question can never be settled by running one type of copy in Florida and the other in Alaska.

Not only should the set of cities in which you run one type be similar in character to the set in which you run the other type, but each set should include at least six cities. Otherwise there is danger of an abnormal condition in one city affecting the total results to an extent which renders them non-typical of the territory as a whole.

Of course, that feature—results that are typical of the territory or country at large—is essential. But when the product advertised is widely distributed and passing across the counter daily, you are up against an obstacle that in some way must be surmounted. You *must* differentiate between the sales you would have made anyway and the extra sales due to the advertising. The rule to follow is: *Include a group of control cities in which no advertising is done so that you may compare sales WITH advertising with sales WITHOUT advertising.* If, therefore, you are to get the lowest possible low-down on the advertisements of your Little Wonder Golf Ball Detector, you must not only advertise and check sales in two cities in each of six states, but you must check sales in a third city of each state.

CONSEQUENTLY, your test will embrace at least eighteen towns, six in which you run advertisements of Type A, six in which you run advertisements of Type B, and six in which you run no advertisements at all. However, in all eighteen the fourth rule applies: *Secure an accurate report of sales in the stores that do the bulk of the business.* Look forward—or backward—once more to the first Tuesday after the first Monday in November. When you read the report that 1,327 election districts out of 4,453 have given *your* candidate a goodish plurality you can't rush around immediately and collect your bets. But, later, when 3,995 have reported the same plurality, you no longer have to wait; Fortune has favored you with her sweetest smile.

In cities of from fifteen to fifty thousand population, an average of from three to twelve stores do the bulk of the business. The number, of course, depends on whether they belong to the ubiquitous grocer or to the less frequently found hardware dealer. Have your salesman or whoever does the checking take an inventory of the stock on hand of your product. Then on his return take inventory again and inquire how many boxes, tubes, bottles, or barrels were ordered and received since his last visit.

BE careful to have this inquiry into the store's activity occur at the three essential times. Your man must do his checking, of course, the day before the advertising takes effect, and immediately after the main effect of the last advertisement has been felt. These two dates would be sufficient were it not for the difficulty of getting any three sets of six towns that are exactly the same in the total volume of business. If such a condition were possible it would be necessary merely to subtract the sales in the control cities from those in the other groups.

It is the impossibility of this that makes the fifth rule necessary: *Secure an accurate report of sales not only during the period of advertising, but in the similar period just prior to the advertising.* Your man must make three visits. Then, from observing the trend of sales in the control cities you will know whether sales would normally increase or decrease in the period of advertising. An increase works to the advantage of your advertisements, a decrease to their disadvantage. Determine the percentage of fluctuation and allow for it in calculating the results.

Thus far you have been careful to follow the rules meticulously. Now for a shock. One of the younger

[CONTINUED ON PAGE 71]

Six Rules for Running a Sales Test

Formulated from experience gained in a number of efforts to compare advertisements on the basis of sales.

1. **Test one thing at a time.**
2. **An adequate number of cities all of the same kind.**
3. **A group of control cities in which no advertising is done.**
4. **An accurate report of sales in the stores doing the bulk of the business.**
5. **A report of sales in all test cities during the period just prior to the advertising.**
6. **Don't let dealers know that the advertising is to run.**

One Responsible Man

In many industrial plants (even some big ones) production processes are so simplified as to make extensive and highly departmentized engineering organizations unnecessary. Here you will find one man responsible for the entire power system—generation, transmission and utilization. He may be an executive, superintendent, chief engineer, master mechanic, mechanical engineer or production manager. But the chances are good that he's a reader of POWER. Editorially and in the advertising pages it affords him guidance for all of his activities.

To be sure he buys stokers, boilers, engines, valves, and other exclusively power-plant equipment. But he buys electrical, power transmission, heating and ventilating, refrigerating and miscellaneous equipment as well. Such as:

Do you sell any of these products?

Air Coolers
Air Washers
Ammonia Compressors
Belting
Brushes, Carbon
Cement
Cement Guns
Chain Drives
Clamshell Buckets
Clutches
Controllers, Electric
Dust Collectors
Elevators
Flexible Couplings
Fuses
Gears
Heating Systems
Instruments, Electrical
Locomotive Cranes
Metals
Motors
Paints
Pipe Coils
Pipe Threaders and Cutters
Pulleys
Refrigerants
Refrigerating Machinery
Shafting
Speed Transformers
Switchboards
Transformers, Electric
Transmission Cable
Ventilating Fans
Ventilators
Welding and Cutting Equipment
Welding and Cutting Gases
Etc.

This doesn't mean that a reader of POWER buys the above equipment in every case. But there are enough cases to justify an already large and growing volume of advertising on the above products; and enough to justify a very serious study of POWER's market, editorial policy and circulation with regard to your own product. We have the data to facilitate this study.

A. B. C. **POWER** A. B. P.

Tenth Avenue at 36th Street, New York

—a McGraw-Hill Publication

THE 8-pt PAGE

by Odds Bodkins

I SEE by the papers that a group of Seventh Day Adventists, working in relays, have read the Bible aloud in 55 hours and 47 minutes, thus breaking all records. For my part, I've been at it for thirty-odd years, trying to get the old Book read through consecutively, but I haven't made it yet.

It isn't the "begats" that stop me; nor do I gag on Jonah; what slows me up is the fact that every few pages I fall to ruminating mentally over the simplicity of expression, or the marvellous brevity, or the skill with which repetition is used, or the art with which living pictures are created with mere words.

"Ah!" I say to myself. "If I could but write like this!" And then I am off on some thought-path that leads me far from the maxims and sonnets of Ecclesiastes or the rhapsody of the Chaldeans as written by Habakkuk, the prophet. Nor do I continue my reading until I have followed this path to its conclusion, whereupon it is very like to be bedtime, or the hour to keep some engagement.

Yet I shall persist, and when I shall have finished the Book, having taken time to digest it and make it in an humble way part of me, I shall have derived more benefit, assuredly, than had I galloped through it in 3,347 minutes.

—8-pt—

I noticed this at a lunch counter yesterday: "After luncheon you don't have to walk a mile for a Camel. We have them!"

—8-pt—

Many hospitals in New York City subscribe to an agency headed by an accredited member of the medical profession who keeps constantly an up-to-date card index of persons whose blood is suitable for transfusions. But the Mount Sinai Hospital of Cleveland maintains its own file and builds it up by running this advertisement, for which I am indebted to I. I. Sperling of Cleveland, in the classified columns of the local newspapers:

WANTED: Strong, healthy man to give blood for transfusion. Liberal reward. Apply Mount Sinai Hospital Laboratory, 8 a.m. to 8 p.m. daily, except Sunday, 1808 E. 105th Street.

A novel use of advertising, to build up a novel prospect list!

The Pullman Company seems to have embarked on a systematic campaign to educate the American public on how to travel. This is commendable in itself, but the particular thing about this campaign that appeals to me is that whoever is writing the copy for the framed cards that are being displayed in the company's cars did not leave his sense of humor at the terminal when he started out.

One of the cautions now being featured reads: "Strangers who invite you to play cards generally have too good luck for the average mortal."

With this whimsical statement to build on, anyone can write his own Caution.

—8-pt—

A reader of this page sends me this picture of a gentleman of color, taken from an English photo-engraver's advertisement in *Advertiser's Weekly* (London) with this penciled comment:

"A real idea here for an American cigarette, or some other popular product, to appeal to colored folks via the Leyendecker tea-hound route. Make them look almost as classy as white folks."

It might be done!

—8-pt.—

When James Wallen, of persuasive pen, delivered himself of an address before the American Photo-Engravers Association at their convention some weeks since, he made a statement that has found lodgment in my mind and will not be shaken out. Said he:

"By example and argument we are showing the business men of the nation that progress comes in exact ratio to the use of pictures; that whereas in the old days the emotional force of oratory swayed the masses, today it is the power of the picture that promotes progress."

—8-pt—

Another good sentence from this same address ran: "Child's have conquered Fifth Avenue, but it is a bronze fronted Child's with a discreet bowl of fruit behind plate glass in lieu of a name plate."

Which suggests to me the value to any concern of a certain measure of adaptability, which admittedly some of our highly standardized commercial enterprises seem to lack.

—8-pt—

My hat is off this morning to The Oster Manufacturing Company, of Cleveland, Ohio. This company has discovered how to use a check to make a form letter welcome, and how to use a form letter to make a check solicit business! Here is the letter:

Gentlemen:

The enclosed check is tendered you in payment of our account. Will you also kindly accept our thanks for the services you have rendered us? We hope the transaction just closed has helped you and your business as it has helped us and ours.

Our business is the manufacturing of machinery from the raw material. Most likely the material purchase from you has been used somewhere in turning out equipment that you need.

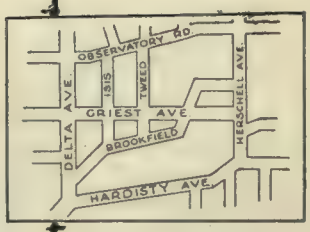
When you install new water, gas or steam lines in your plant, repair old ones, put in new conduit for wiring, or do any of the thousand and one piping jobs, there are threads to be cut. Or perhaps you have customers doing such work, to whom you sell or recommend the equipment necessary.

We make stocks and dies and power machines for cutting threads on pipe and bolts. The best tools and machines that we know how to make, and we've been at it thirty years.

So the next time you or any of your friends have use for such equipment—won't you think of us as we have thought of you when we needed your product? Won't you give us a chance to help you as you have helped us?

Yours respectfully,

THE OSTER MANUFACTURING CO.



In this section of Mt. Lookout, there are 149 residence buildings. Here, 107 Enquirers are delivered every morning.

Mrs. Mt. Lookout

....always on the lookout for the newest

A few years ago, a Cincinnati family decided that they wanted a new home in a new location—and on a bluff near Ault Park they found just the site they were looking for.

Then Mrs. Mt. Lookout, for she it was who really chose the location, searched about for the newest in houses. She decided upon an English design in stucco. And a handsome home it made, too. Of course there had to be the newest in decorations and furniture; and in the kitchen, the newest and finest of conveniences—an automatic range, an incinerator, an electric ventilating fan.

As with Mrs. Mt. Lookout's house, so with Mrs. Mt. Lookout herself. Always a step ahead. A new dessert?—Mrs. Mt. Lookout is serving it. A new style?—Mrs. Mt. Lookout is wearing it. A new book?—Mrs. Mt. Lookout has read it.

Where does she learn so much about the news? From a variety of sources, of course. But one of them you'll find on her breakfast table each morning. It is The Daily Enquirer. And her neighbors follow suit. In this community are 411 residence buildings; here, 317 Daily Enquirers are delivered.

Advertisers could not wish for a more modern, more keenly discriminating patron than Mrs. Mt. Lookout. They could not wish for one more willing or better able to buy. And they could not wish for a better medium through which to reach this same customer than the paper she reads every morning—The Daily Enquirer.

N.B. This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.

I. A. KLEIN
New York Chicago

R. J. BIDWELL CO.
San Francisco Los Angeles

THE CINCINNATI ENQUIRER

"Goes to the home, stays in the home"

Going After the Banker With the Right Bait

[CONTINUED FROM PAGE 25]

assets and quick liabilities. Yours as you see is only a trifle more than 1.6 to 1.

"THE fact that you have paid such large dividends doubtless accounts for that condition. You should have kept more of your earnings in the business. Perhaps in your calculations of net profits you have failed to give sufficient consideration to the depreciation of your plant. That is a common fault among small concerns which pay large dividends.

"You give me figures in round thousands of dollars with a fine large disregard of mere dollars and cents. That suggests that such vital figures as plant value and inventories are based on guess-work rather than on a careful valuation.

"I don't say that we cannot accommodate you. Your business may be sound and it is possible that you might become a highly desirable customer of ours. I suggest that you come to see me again some time was a complete statement of condition and of operations over a period of say five years. Also have an appraisal made of your plant. Tell us to whom you sell. Tell us about the people who run the business.

"And above all things have these reports made by outsiders of high standing. Not by some little accountant who keeps the local tradesmen's books in the evening. He may be thoroughly capable—many of them are—but he has no reputation to lose. Have the reports prepared by some widely known firm which has large contracts year after year with the same clients. It has too much at stake to be able to afford making a mistake of any kind. And such a firm will be able to tell you just what kind of information a banker wants from an applicant for a loan. Goodby and good luck."

Even though Mr. Jones had taken to the banker a fairly complete set of financial statements prepared by his own accounting department, he would have received about the same cool welcome.

It is not solely because the banker suspects that any shrewd merchant is likely to put the best apples on the top of the barrel. In fact, a good many men go to the other extreme, and feeling that a bank wants a conservative statement, are too modest. The banker wants to do business. He does not want to be frightened away from a good customer merely because the customer understates the possibilities of his business.

An outsider will make a report on all phases of the business which will be as dispassionate as it can be made. It will not lean one way or the other. And having had experience dealing with bankers the expert knows what the banker wants to know.

A few years ago a statement of operation and a statement of conditions were the only reports most bankers were interested in. They based the desirability of a loan largely on what the business would bring if it had to be liquidated to pay off the loan. Today the bank wants its notes paid off from the proceeds of an orderly and going business which makes money and is likely to continue to. Therefore it must know what the prospects are that the business will go on profitably.

I FIND that each banker is apt to be governed in the questions which he asks by the mistakes he has made in the past. One banker invariably dissects the item of inventories. He compares and sets up ratios between sales and stocks of raw materials and finished goods. He looks over the whole report, of course, but he spends as much time studying the inventory figures as he gives to all the rest of the report. He had been badly stung in a depression through the depreciation of excessive inventories of goods which had been bought for speculation rather than for the ordinary conduct of business.

The trouble is that when going to a banker for the first time you have no way to know what his pet question or test is. Therefore it pays to submit a report that will answer any and all questions that bankers have been known to ask.

From an accounting point of view there will be, first of all, the two statements of operation and of condition. The last named one is also often called the balance sheet. It tells the banker in detail what your various assets and liabilities amount to. It lets him determine whether your business is solvent, and, by comparing various ratios between the items with ratios which he has set up as standard, whether the business is in balance. He can tell whether you have too much money tied up in plant or store building for the business you are doing. He can also tell quite closely whether you really need the money you are asking for and what use it will probably be put to if you get it.

However, of far more importance as an indication of sound management is the statement of operations which should preferably be built up from cost figures and give profit and loss by lines of product. Such a statement shows how the profits were made, and sometimes points the way to increased profits.

Some of the items set forth on these two major statements should be given in more detail on schedules. For instance, a complete list of accounts and bills receivable with notations as to how much any of them are overdue is a recognized help. Accounts payable should also be listed as well as any other sums owed on notes. These give the banker a good idea as to how careful you are about collections and how carefully you observe your obligations. That is to say, how able a financial manager you are.

The inventories should also be dissected to a greater or less extent depending upon the nature of the business. It is well to segregate the inventories of raw materials, supplies, goods in process and finished goods. The inventories should preferably be vouched for both as to count and value by outsiders and notation made as to whether any part of them are obsolete parts which will move slowly if at all.

THE fixed assets such as plant and equipment should be valued on the basis of an actual appraisal certified to by qualified experts. If the property as carried on the books has not been depreciated regularly, that fact should appear in the report.

So much for the strictly accounting or financial report. Nowadays bankers are taking more and more interest in how the business is actually managed.

Therefore it is well to submit a list showing the salaries and bonuses paid to the executives. If these are unduly high indicating that the owners are inclined to bleed the company's profits rather than to keep a fair amount of the profits in the business, an unfavorable impression is made. A record of dividends paid over a number of years is also an indication of whether or not the management is conservative.

A rather detailed report on the company's advertising may make a great difference in the bank's attitude toward lending. In recent years it has become a recognized fact that the maker of an advertised product is a better risk, other things equal, than a concern which does little or no advertising. It is an undoubted fact that advertising sells credit as well as goods. So by all means include in your report to the bank an analysis of your advertising. Tell how much you spend year by year

The Sun

The Sun's Commanding Position in the Advertising Field Has Been Won Solely on the Character and Quality of the Newspaper Itself

IN September for the third consecutive month The New York Sun published a larger total of net paid advertising by 71,820 lines than any other Evening Newspaper in New York.

In September The Sun carried 1,253,426 lines of advertising, a gain of 113,894 lines over September of last year. This gain in advertising is greater than the September gain of all the other New York Evening newspapers combined.

Moreover, it is a greater gain than the combined gain of all the New York morning newspapers on their weekday issues and it comes within only two hundred lines (200) of beating any one of these morning newspapers with both its weekday and Sunday issues—six days of The Sun against seven days of the morning.

Last year The Sun carried 13,268,308 lines of advertising and all in six-day weeks—no Sunday issues. This year The Sun will show a gain of better than a million lines.

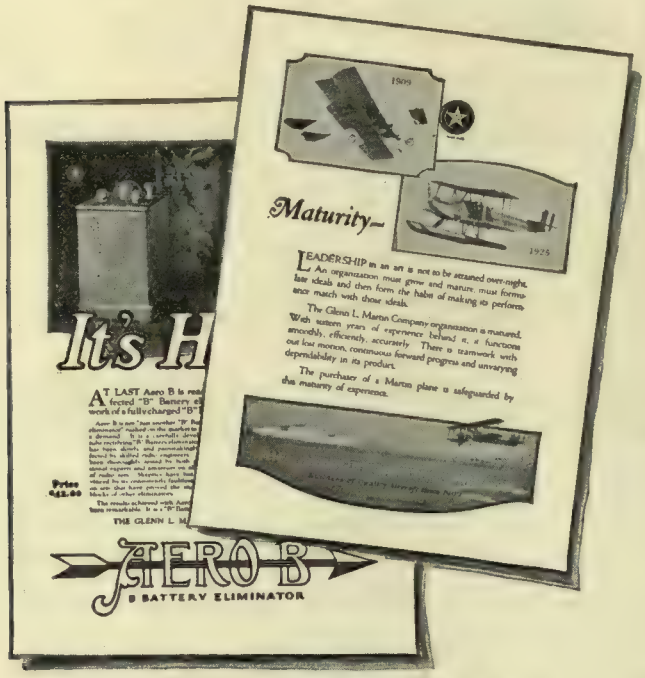
Mere volume of advertising, however, doesn't tell the full story. It doesn't reflect the full meaning of The Sun's very splendid growth in advertising. The full meaning is found in the character and quality of The Sun's advertising considered in connection with the actual lineage gain.

Measuring growth by lineage alone takes no account of character and quality. The newspaper that is careless about the character and quality of the advertising it carries has a wide field to draw upon. A line of advertising is a line of advertising in the count whatever the character.

THE NEW YORK SUN

280 Broadway New York

WASHINGTON, D. C. Munsey Building
BOSTON Old South Building
CHICAGO 208 La Salle St.
LOS ANGELES Van Nuys Building
SAN FRANCISCO First National Bank Building
PARIS 49 Avenue de l'Opera
LONDON 40-43 Fleet St.



Prepared by The Powers-House Co.

YOU can't measure the truth of an agency's advance promises by any known measuring device. But you can readily measure its *actual performance* by the number of years it *retains its clients*

—*The*—

Powers · House

Advertising **Co.**

HANNA BLDG. *Est. 1912* CLEVELAND

Marsh K. Powers *President* — **Frank E. House, Jr.** *V. Pres. & Gen. Mgr.* — **Gordon Rieley** *Secretary*

for the various forms of advertising and compare it with what your competitors do as closely as possible. Show samples of your advertising and tell who your agency it.

A market analysis is a proper companion exhibit. Tell how many customers you have and who they are. As I have already suggested, most banks prefer a concern which sells directly to retailers or to a great many wholesalers. They do not like to see a large part of the business done with a few big buyers. There is too much danger that a considerable falling off in sales will result through one such customer leaving the fold.

A complete history of the company is desirable. Stress the length of time it has been in business. Tell of the problems it has had to solve and how it has succeeded in overcoming difficulties. That is an excellent indication of the management's skill. The longer a company has been in existence, the more acceptable it is as a risk.

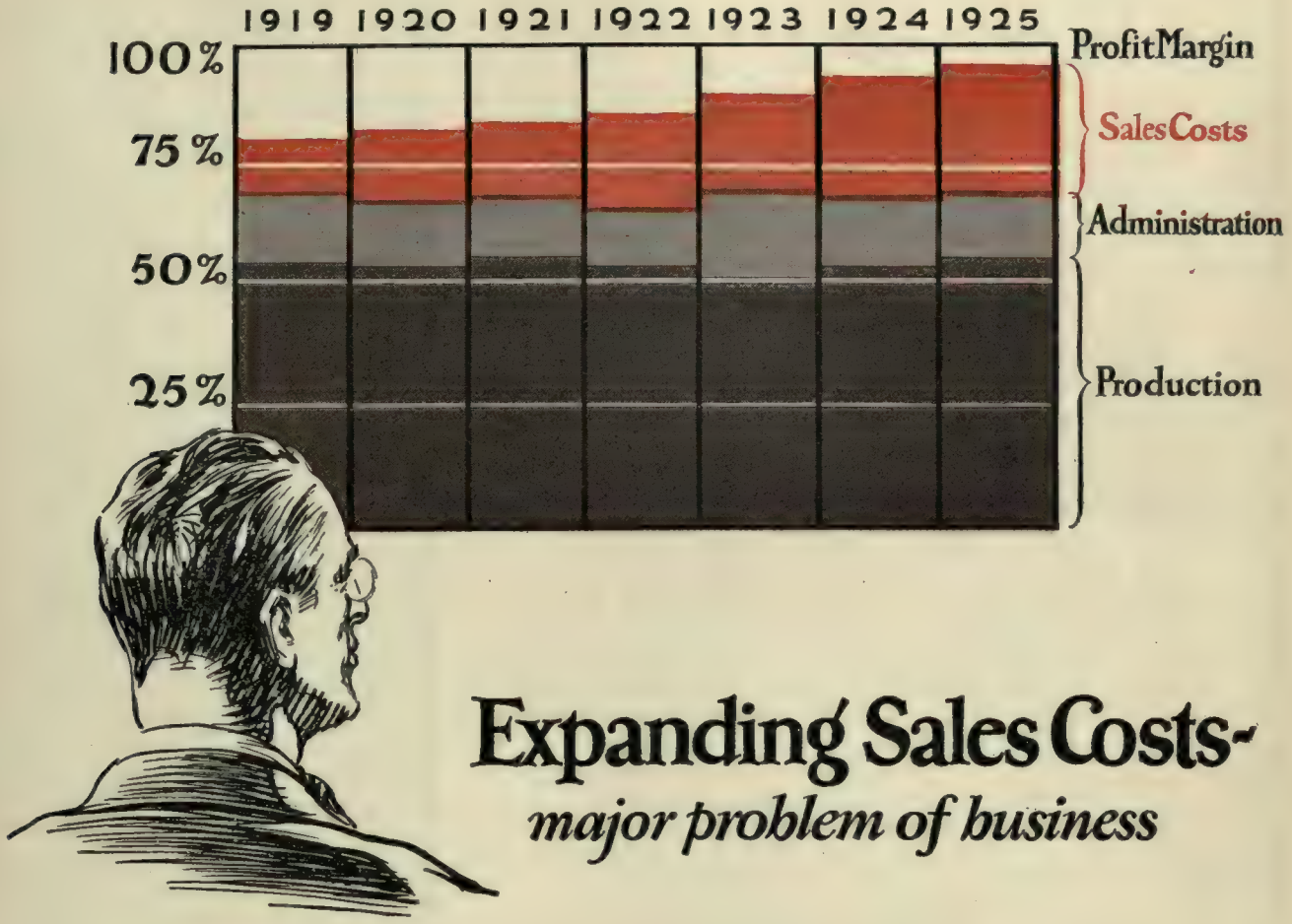
Have expert outsiders present a report on the personnel of the management and its ability. If the executives are up to snuff in every way an outsider can say so in a way that would seem immodest coming from anyone on the inside who is qualified to speak.

THEN have production and cost engineers report on the production methods and cost accounting system. Many a concern which has what it considers to be a cost system, is actually worse off than if it had none. No figures at all are better than those which, because they are inaccurate, give a false sense of security. The banker will be glad to know from outsiders that you have a cost system which lets you know just what you are doing. The words, "He didn't know his costs," have been the epitaph for many businesses, as every banker knows.

The engineers will tell whether your production methods are such as to enable you to get work through in the minimum possible time, thus reducing the amount of working capital which must be kept tied up in goods in process inventory. They will report on the efficiency of your labor and equipment and indicate whether your costs are low or excessive. That has a bearing not only on your present profits but upon your ability to meet competition.

Such a report will tell of the conditions which exist in your labor market, whether you have a plentiful supply of good workmen, whether you get along well with your men and the experience your company has had with strikes on the part of your employees.

As you read over in this article the list of points which a banker would like to know about your business you will realize that every one of them has a direct bearing upon your company's ability to pay back out of current income any money which it may borrow. Loss of sales through the defection of a large customer or through failure to



Expanding Sales Costs-

major problem of business

THERE is a "danger line" limit to sales costs in every business. Cross it, and profits are wiped out. Raise prices and markets shrink.

In many lines of business, economical production and administrative methods are being offset by extravagant sales costs. The only effective remedy is planned selling based on facts.

To business men interested in increased profits through planned selling, the member papers of the A.B.P. offer accurate information as to current conditions and practices in all industries and professions. Availing yourself of this constructive cooperation involves no obligation.

A.B.P.

"Member of The Associated Business Papers, Inc," means proven circulations, PLUS the highest standards in all other departments.

THE ASSOCIATED BUSINESS PAPERS, INC.

Over 120 papers reaching 54 fields of trade and Industry

Executive Offices: 220 West 42nd Street, New York, N. Y.

Pep Up the Dealer

Oh yes, pep up the dealer! Make him a better merchandiser. He will then push your line, also your competitors'. Send him dealer helps. Your competitors will also. Send your salesmen around to see him. Have them arrive with ammunition of all kinds. When they leave, your competitors' salesmen will walk in with more sales ammunition. What will the dealer do with all this sales ammunition? Nobody knows. Perhaps he may save it for winter—the anthracite strike, you know. The poor dealer, he is pretty tired at night. Oh, yes, pep up the dealer.

Caxton campaigns in which the dealer uses the sales appeal of your choosing—which is mailed out under the dealer's imprint and over his signature and which gives him and his store equally as much advertising as your goods—are received by him all stamped and ready for mailing. Do not clutter up his counters and do not take up his time, but do create consumer demand and his good will.

THE CAXTON COMPANY
CAXTON BUILDING
CLEVELAND

advertise would cut into your income severely. High costs may cause you to lose sales. Labor trouble may cause a prolonged shutdown which would lose to you your entire market. And so on.

The points I have suggested to be covered in a report apply whether you approach a commercial bank for a line of credit on short time, a firm of underwriters for a bond issue or a concern which specializes on raising capital through the sale of stock.

If a concern is in a bad way, the most beautifully drawn report will not get it money.

But there are innumerable concerns which need money and which would be satisfactory, even desirable, customers of a bank, which fail because they do not know how to dress their windows. Apply the same selling principles when you try to sell your credit as when you sell your goods. Make yourself attractive and tell the prospect all about your good points.

Statement of the ownership, management, circulation, etc., required by the Act of Congress of August 24, 1912, of Advertising and Selling Fortnightly, published bi-weekly, at New York, N. Y., for October 1, 1925, State of New York, County of New York, ss.

Before me, a notary public in and for the State and county aforesaid, personally appeared M. C. Robbins, who having been duly sworn according to law, deposes and says that he is the Publisher of the Advertising and Selling Fortnightly, and that the following is, to the best of his knowledge and belief a true statement of the ownership, management (and if a daily paper, the circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 411, Postal Laws and Regulations, printed on the reverse of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business manager are:

Publisher, M. C. Robbins, 9 East 38th Street, New York, N. Y.
Editor, Frederick C. Kendall, 9 East 38th Street, New York, N. Y.
Managing Editor, None.
Business Manager, J. H. Moore, 9 East 38th Street, New York, N. Y.

2. That the owners are: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding 1 per cent or more of the total amount of stock.)

Advertising Fortnightly, Inc., 9 East 38th Street, New York, N. Y.
Frederick C. Kendall, 9 East 38th Street, New York, N. Y.
Robert R. Updegraff, Scarsdale, N. Y.
Affiliated Publications, 9 East 38th street, New York, N. Y.
The stockholders of Affiliated Publications, are:
M. C. Robbins, 9 East 38th Street, New York, N. Y.
J. H. Moore, 9 East 38th Street New York, N. Y.
Floyd W. Parsons, 9 East 38th Street, New York, N. Y.
Marcus P. Robbins, 134 Cliff Ave., Pelham, N. Y.
Florence Page Robbins, 134 Cliff Ave., Pelham, N. Y.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: (If there are none, so state.)

None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

J. H. MOORE,
(Signature of Business Manager).

Sworn to and subscribed before me this 30th day of September, 1925.

JAMES J. DUFFY,
(Seal)
(My commission expires March 30, 1926.)

Where Shall I Get My Salesmen?

[CONTINUED FROM PAGE 30]

Under the "Salesmen Wanted" section of the classified advertisements, an item headed "Salesman-office manager" was inserted. This brought a few men, most of whom were down and outers desperate for any job and willing to take a chance that their office experience would not be too closely looked into. One or two fair specimens were secured whose success, however, was not startling.

THEN an advertisement with the same heading was used in the general help wanted section. This was alternated with the same copy except that it was headed "Office manager-salesman."

Both of these were far more effective, probably because they caught the eye of the office man who was ambitious to increase his income rather than the professional salesmen.

But advertising for men was never quite a complete success. The plans now used by this office equipment sales manager are based still on the idea that office managers are preferable to mere salesmen. The method is more direct, however.

His best plan is to interview the employment managers of big concerns—banks, steel companies and an automobile manufacturer have so far been approached.

He puts his problem to the employment manager about like this:

"I want to hire men who have been office managers or who at least have had a great deal of varied office experience. They will be taught to sell, so they should make a favorable impression and have the usual earmarks of a salesman.

"Undoubtedly you have applications from good men answering that description whom for some reason you cannot place at the time in your organization.

"I would appreciate it if you would let me look over your recent applications from men of that type, and if you get similar applications in the future from men whom you cannot use I wish you would send them to me."

This plan has worked out admirably. A number of men have been referred to him of which a higher percentage have been put on the sales force than from any other source previously used. As salesmen they have all made good.

Occasionally this sales manager asks the large users of his device to recommend men, either from within or from outside of their organizations. This plan has not produced so many salesmen, but when it does it has a noticeable effect in stimulating sales to the old customer. They seem to feel that they are under a sort of a moral obligation to help the man they suggest to succeed.

One thing most sales managers, especially those whose products par-

the real
buying public is
bounded by
the ages of 17 and 45
. . . in Detroit territory
the Detroit Times
represents that
especial public to a
degree difficult
to equal anywhere—
its circulation is big
its reader influence is
intense—
it sells merchandise.

MORE LAND
NEW PRESSES

We have just bought new frontage adjoining our present building, which will enable us to ***double*** our present floor space.

We have within the week ordered new printing equipment which will ***double*** our present production.

THIS MEANS

that we are preparing to ***double*** our present volume. We know it is coming. We've got the advance orders now and a lot more are on the way.

The ***Homecraft magazine*** is the real leader in the small town field. No national campaign is complete without our million circulation.

People's Popular Monthly

Des Moines, Iowa

CARL C. PROPER, Publisher GRAHAM STEWART, Adv. Director

1,000,000 Circulation

Topeka Daily Capital

The only Kansas daily with circulation thruout the state. Thoroughly covers Topeka, a midwest primary market. Gives real co-operation. An Arthur Capper publication.

Topeka, Kansas

THE AMERICAN ARCHITECT

A. B. C. Est. 1876 A. B. P.

The Golden Age of Architecture has taken place during the last 50 years.

THE AMERICAN ARCHITECT will commemorate its 50th birthday by issuing a Golden Anniversary Number on January 5th, 1926, tracing the progress of architecture during that 50 year period. *Full details concerning this historical issue will be sent on request.*

243 West 39th St. New York

MORE CASH MAIL ORDERS

per thousand by mail, assured, than any other method known, using Pallen's new RETURN "CASH-ORDER" DEVICE. Send particulars of your proposition for suggestion, sample and reduced prices.

J. PALLEN & CO., Mfrs. Columbus, Ohio.

Shoe and Leather Reporter

Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday. $6 yearly. Member ABP and ABC.

take of the nature of specialties, are pretty well agreed upon: It is much easier to teach a reasonably personable man to sell than it is to instil in him a thorough knowledge of his customer's needs and problems. He simply has to absorb that knowledge from experience. The fact that the most successful men selling staples to retailers have had merchandising experience shows that the rule applies in most kinds of selling—not merely to specialty salesmen.

Knowing, then, what qualifications are essential for a salesman in any line it should not take a particularly keen intellect to determine where men of the right experience can be found.

The Walter A. Allen Agency, Inc.

Hartford, Conn., will direct advertising for the Phoenix Insurance Company, same city.

George M. Murray

Formerly advertising manager of the Lehn & Fink Products, Inc., New York, has joined the Charles W. Hoyt Company, Inc., as account executive in the New York offices.

Tuthill Advertising Agency, Inc.

New York, will direct advertising for the Petroleum Heat & Power Company's domestic oil burner for home heating.

C. P. McDonald Company, Inc.

New York advertising agency, will direct advertising for Eden Washer Corporation, electric clothes washers, and for the Murdoch Machine Corporation, manufacturers of Murdoch Household, Hotel, Restaurant, and Cafeteria Dishwashers. Both concerns are located in New York City.

Associated Advertising Clubs of the World

Fourteenth district (Great Britain), will hold the second British advertising convention at Blackpool, England, May 1-5, 1926.

J. H. Adams

Formerly advertising manager of The Winchester Repeating Arms Company, has joined the staff of the Wilson H. Lee Advertising Service, New Haven, Conn.

The H. H. Reber Company

Is the name of a new firm of publishers' representatives organized by Howard H. Reber, formerly business manager of *Wireless Age*. The company will have offices in New York and Chicago.

F. W. Martling

Has been appointed sales manager of the American Friendly Greetings Company, Newark, N. J.

W. R. Patterson

Formerly western manager of Canada Dry Ginger Ale, Inc., has been appointed manager of the cheese division of the Pabst Corporation, Milwaukee, manufacturers of Wonder Cheese.

By The New York Times, New York.—"Newspaper Advertising Typography." A collection of the specimens of advertising typography which were submitted in its recent Advertising Typography Contest. The book contains over four hundred specimens of carefully planned layouts, and is valuable to those interested in the progress of good typography.

By The Meridith Publications, Des Moines, Iowa.—"What Farmers Eat." A comprehensive study of the farm market for food. Contains complete figures and percentages obtained from data gathered from 55,000 replies to questionnaires distributed in the thirteen North Central States.

By The Meridith Publications, Des Moines, Iowa.—"Radio on the Farm." Results of an investigation into the conditions pertaining to the merchandising of radio products in rural markets. Contains exhaustive data obtained from the replies to ten thousand questionnaires distributed among farmers, principally in the thirteen North Central States.

By Haldeman-Julius Company, Girard, Kan.—"Hints on How to Advertise," by E. Ralph Cheyney. A booklet embodying a brief introduction to the business of advertising. Comprises a consensus of opinion of the varied knowledge of several advertising men and women. Offers rules that have stood the test of practical use rather than theories. Price 5c.

By Walker & Company, Detroit.—"Outdoor Advertising Display." Color and black and white illustrations of effective outdoor posters, signs and electric displays. Contains statistics on the "circulation" of such advertising in Detroit.

By The Butterick Publishing Company, New York.—"Midas Gold." A study of the partial payment system of selling. Asks the question, "Is installment selling breaking down national morale?" and discusses it at some length. Quotes from many publications and economic authorities. Also takes up higher standards of living, per capita buying power, etc.

By Joseph Richards Company, Inc., New York. "Coordinating Advertising with Sales," by Arthur W. Sullivan. A reprint of Mr. Sullivan's address before the 1925 Convention of Associated Advertising Clubs of the World. Deals with the functions of an advertising agency and with its relationship with the sales department of its client.

By the Farm Journal, Philadelphia.—"Acres of Profits." A description of the farm market including information such as the density of trading centers, the proximity of buyers to the towns, the proportion of stores of different kinds in each section, the percentage of farms, farm wealth, improved roads, farm cars and farmer-owned farms in each section.

An advertisement that is poorly printed is only half effective.

Be it in color, or black-and-white, it must be faithfully re-produced in order properly to perform its function to attract, interest, convince, and incite action from the reader.

Needlecraft Magazine has always recognized the advertiser's right to good printing.

It prints its inside pages on super-calendar stock. Heavy stock is used for Colored Covers and Colored Inserts, and the printing is done by experts on Meihle flat-bed presses.

The excellence of its printing has done its part in bringing Needlecraft to the high position it now holds among worthwhile advertising media.

Robert B. Johnston
Advertising Manager
New York

Member A. B. C.

JAMES A. ROBERTSON
Western Manager
Chicago

ELIOTT D. ODELL
Eastern Manager
New York

DORR & CORBETT
New England Representatives
Boston

Editorial Alertness and Trade Knowledge Maintain the Unquestioned Reader Confidence and Interest

of 75% of

The Best Retailers

in the U. S. who pay $6.00 a year for

NUGENTS

Published by

THE ALLEN BUSINESS PAPERS, Inc.
1225 Broadway New York

Where Leakage Weakens Advertising Force

[CONTINUED FROM PAGE 20]

and yet they seem to assume that they have some miraculous power—purely instinctive—of knowing all about any goods that they may be called upon to sell, without ever being told what it is, where it came from, why it is there, why anybody should want it, or what they should do with it after they got it.

The usual pepping-up talk from a department manager, when new goods come in, is something like this:

"Here's some stuff that should sell like hot cakes. It's the very newest thing—just out this month—selling a lot of it in New York. Get it out and push it. See how much you can sell of it."

AND the manager goes out to lunch —shoots a little pool—talks to some salesman, or makes his reservation for his next trip to market.

Mr. Manufacturer—Mr. Sales Manager—your product is *not sold* when it is delivered to the store. It is only piled up there *as a dam* to prevent your making any future sale to that store.

The person who must break that dam is the *salesperson at the counter.*

If merchant or manager has to break the dam, the price of your goods will be cut, to get rid of them, and your product will be on the black list.

In ninety-five cases out of a hundred —except where the product is most simple and in very broad demand—there is a deadly leakage of selling possibility right at the point of contact between the salesperson and the customer—

And *your goods are not sold!*

Advertising energy is WASTE unless it *follows through* and exerts its power *at the point of contact* between the salesperson and the customer.

Perhaps your realize this whole condition fully, perhaps you have worried your brains about it, and thought the search for a cure was hopeless. You may think that it is impossible ever to get the chance to talk to the salespeople, except in a fragmentary way, and in scattered instances. You may think that merchants and managers do not like to have the time of their employees wasted by conversations with your salesmen and demonstrators.

You are right. They don't.

But there IS something for which all live merchants and right-thinking managers are *hungry*. There is abroad in the trade at this time a very general realization that the weak spot in retailing is in *salesmanship*. Merchants very broadly realize that their own advertising falls far short of its possibilities because salespeople don't read it, and don't know their goods or show them as they should. They know that the condition exists; but *they don't know how to cure it.*

Most of them blame this condition on the spirit of the age.

They just say that salespeople are not what they used to be, and they, too, have almost given up the hope of there being any cure for that condition.

In the business with which I am associated, we produce for retailers a service whose very great value is largely dependent upon the material being used with promptness and intelligence. It has been our experience that the service is not properly used, and hence does not develop its value, unless there is considerable help and stimulation provided by our own organization. This has compelled us to adopt the policy of maintaining visiting inspectors who go to client stores periodically to see that the service is being properly used, and to stimulate and instruct the people in the better use of the service.

These visits by our inspectors take up a lot of time of the store's most valuable people, as well as the time of a large number of their salespeople. But the time so taken is *never wasted!* The store never finds it a bother to give time to our inspector. Instead of considering our inspector a nuisance, we are constantly besieged with urgent requests to arrange for early *return visits*, together with enthusiastic reports of the high value of the work that has been done, not only in helping with our service, but in *stimulating* and *educating* the *entire store personnel!*

Right there is the *key* to this whole situation.

ALMOST invariably the so-called "demonstrator" of the national advertiser, or non-advertising manufacturer, does work that is entirely *selfish*. The whole direction of such forces is amazingly stupid.

The advertiser wants to send his agent into a store to work entirely for his own selfish ends. He expects the merchant to give time, space and often advertising effort to sell the goods of that one manufacturer. And most merchants have a lot of other things to do, and a lot of more profitable merchandise to sell.

When a merchant gives time and space to a manufacturer he confers something of *large and definite value* upon him, and deserves and *must get* something of equal value in return, or he won't continue to cooperate.

Any manufacturer of a worthy

Closing Prospects

There's a new kind of salesman. His sales run into billions annually. There wasn't many of him twenty years ago. But today he is here in force. He is here to stay.

He is Mr. Outside Retail Salesman. He sells direct. Keen, alert, energetic he steps out into the residential districts and *sells*. He knows what he is doing. His work has been scientifically organized beforehand. He is a *closer!*

Don't confuse him with the old fashion run-over-at-the-heels canvasser. He isn't a doorbell ringer!

Mr. Outside Retail Salesman sells insurance, high-grade reproducing pianos, automobiles, radio, washing machines and dozens of other specialties.

The modern outside retail specialty salesman is preceded by Direct Mail from his dealer who sends it out regularly to definite selected prospects. Sales resistance is worn down. Step by step, prospects are cultivated months in advance.

Appointments are made by telephone. The salesman calls knowing that much of the missionary work has been done in advance of his call—by Direct Mail.

Electrograph plans and puts into operation the most modern development of direct selling, coordinating printed and personal salesmanship. Entire national dealer organizations through Electrograph assistance are doing the same thing in a tested, standardized way.

Electrograph

Created DIRECT-MAIL Localized
Individualized
Distributed

THE ELECTROGRAPH COMPANY
Home Office: 725 W. Grand Boulevard • Detroit, Mich.

Your Story in PICTURE *leaves* NOTHING UNTOLD

"BEAUTIFUL BUT DUMB," says cynical maturity—and would gladly give all it has to go back to that age when *appearance* is at its peak.

The eye is always more easily captured than the mind. You, who sell, can find no quicker method than by picture. And to reap fullest benefit from good pictures—*use good engravings.*

GATCHEL & MANNING, INC.

C. A. STINSON, *Pres.*

Photo-Engravers

Gatchel & Manning Incorporated Photo Engravers

W. Washington Sq. 230 South 7th St.

PHILADELPHIA

Chattanooga

Superb Southern Manufacturing and Distributing Center.

Chattanooga, Tenn., Oct. 21.—With daily reports of new industries, new enterprises, new developments of varied kinds, coming in from all sections of the South, it is safe to say that prosperity exists to a splendid extent throughout the entire fourteen Southern States.

Manufacturers and distributors of practically all commodities can gain a share of the good business in the South by going after the Southern trade in a persistent, efficient manner—half-hearted, indifferent methods cannot yield satisfactory results.

An essential step in any effort to sell the South is the establishment of a centrally located base of operations within the Southern territory—to all concerns contemplating this step, Chattanooga offers unsurpassed attractions.

Strategic location, excellent transportation facilities, adequate office and building accommodations, ample skilled and unskilled labor and many other assets contribute to the value of the "Dynamo of Dixie" as a site for Southern sales offices, warehouses, assembly plants, branch and main factories.

Write today for information regarding Chattanooga's inducements to your particular business. Address Chattanooga Clearing House Association, 890 James Building, Chattanooga, Tennessee.

ADVERTISING AGENCIES
Do You Need Me?

Advertising Salesman
Merchandiser
Ideas and Plans
Copy Writer
Layouts

Have had long hard experience in all phases of agency work. Know my business thoroughly, have run my own small agency, and have worked on a number of large accounts. Can furnish unquestioned proof of ability. Can afford to start at $6,500 with some arrangement for participation after I demonstrate. Address Box 320, c/o Advertising and Selling Fortnightly, 9 E. 38th St., New York City.

Better Direct-Mail Results!

Catch the eye with Selling Aid Cuts! Picture sales ideas. Increase "pull." Send 10c today for proofs and advertising plans.

SELLING AID
808 Wabash Ave., Chicago

Turn Now to The Market Place on Page 81

product can win the cooperation of nine stores out of ten by providing an educational service that will work just as hard for the good of the merchant as he does for his product.

Demonstrators who act on this policy will accomplish at least *double* as much in results for the product they work for as they could by following the old selfish methods. If such demonstrators are qualified and trained to educate and *stimulate* a store's entire personnel, they will be welcomed wherever they go, and invited back as often as they can come. They will also be given time and opportunity to educate and stimulate the people who sell the product which they represent.

Such a person will make fast friends among the sales force, and his words will be listened to and heeded, and wherever such direct educational contact is secured with the salespeople who sell the manufacturer's product, that product, if worthy, will win an amazing increase in its sales in that store.

No advertising power, however great and good, can be of any avail with a consumer, if that power is short-circuited before it reaches the point of contact between the salesperson who has the goods to sell and that particular consumer.

Tighten up the circuit and see that it follows through to every salesperson who sells the product, with the right knowledge of what the product is and does, and what the salesperson should say to customers to sell the goods, and the advertising cost of promoting that product will fall far down, while the results will multiply indefinitely.

H. A. Wainwright

Formerly assistant advertising manager of the *New York Telegram and Evening Mail*, has been appointed local advertising manager to succeed Thomas F. Burns.

A. P. Afanassieff

Formerly of the advertising staff of *International Studio*, has been appointed advertising manager of *The Art Digest*, a new monthly magazine devoted to art and homes.

Wallace Meyer

Formerly secretary of the Charles F. W. Nichols Company, Chicago, has resigned his position and become associated with the Reincke-Ellis Company, Chicago advertising agency, as director of plans and copy.

Advertising Specialty Association

Announces the election of the following officers for the ensuing year: President, Edwin N. Ferdon, president of the Blanchard Company, Aurora, Ill.; first vice-president, Charles B. Goes, Goes Litho. Company, Chicago; second vice-president, L. C. Glover, Novelty Advertising Company, Coshocton, Ohio; treasurer, J. B. Carroll, J. B. Carroll Company, Chicago; executive secretary, Bernice Blackwood.

Business Papers from Advertiser's Viewpoint

[CONTINUED FROM PAGE 27]

and we soon learn to discover and adhere to the paper that gives us each day the largest measure of what we are interested in out of the doings of the world. Just so, the business paper which has the largest measure of news value to the alert numbers of any given craft will draw to it a substantial following which will read it and be interested in it for reasons not unlike those leading them to read their daily papers —daily.

(b) *Has it authority?* But the parallel with a newspaper is not complete, for in addition to all the craft news as such that could be presented something more is expected of a business paper. It is of little account without authority. This is like credit, like personal integrity, or personal character, or reputation, or honor; it is difficult to break up into component parts and yet without it, all else is of little use. The conditions favorable to its growth include at least one man with a vision, combined with practical knowledge of the craft covered, a staff with ability and industry, adequate financing, and a receptive trade or profession —but the presence of all these essentials does not of itself guarantee authority. That is as elusive as the spark of genius.

(c) *Has it constructive quality?* William James in writing of "Attention" said: "There is no such thing as voluntary attention sustained for more than a few seconds at a time." And again he says, "No one can possibly attend continuously to an object that does not change" and in the same paragraph he shows that if the topic which is brought to mind by voluntary attention is a congenial one it "develops." Out of these fleeting elements must be built that curious thing often referred to by the hyphenated term "reader-interest." In addition to news and authority the business paper in order to hold its readers calls for the development of ideas, progress, movement, the stirring of thought, the sustained holding of attention by the preservation of a constructive quality in the paper's contents.

It is customary to associate these three ideas of news, authority and constructive quality with the news columns alone; it is a fair question whether business papers, more than any other, should not set up and insist on high standards with respect to these three things in its advertising pages also. It is customary to speak of the contents of the advertising pages as a measure of the quality of a business paper. With the rigid application of such standards they would be, without it they may be a better

VACANT CHAIRS AND SOME SCRIBBLED NOTES -

Are these the remains of your Conferences?

When the smoke clears—will this be all that remains of your important conference? Or will you be assured of an able presentation of the proceedings through a report rendered by a Master Reporter?

Where important ideas are to be presented—there a permanent record is needed. Your stenographer can't do this work—she's not trained for it. But we supply an able Stenotype operator who is specially trained to be calm and collected where ideas and words flow rapidly—and all our employees are consistently intelligent. No meeting is too technical for them. The report will be competently edited and neatly typed—a permanent record of valuable ideas.

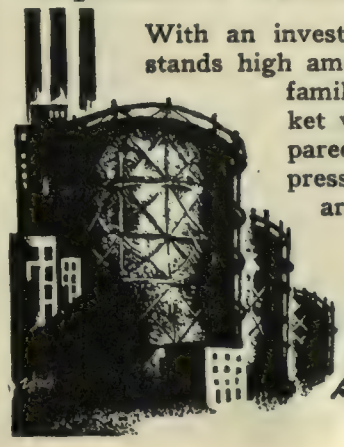
Master Reporting Service is available almost everywhere. The costs are remarkably reasonable. Write or call at our nearest office for further information and a schedule of rates.

The Stenotype is a small, compact, absolutely *noiseless* machine which takes the place of short-hand. Just as the typist can produce a finished transcript more readily than one who writes with pen or pencil —*at higher speed and in larger continuous volume for a longer time without fatigue*— so likewise does the Stenotypist derive from a perfected stenographic machine the same increased *speed, accuracy,* and *facility.*

The MASTER REPORTING CO., Inc.

Chicago 605 No. Michigan Ave. New York 37 West 39th St. Cleveland 715 Prospect Ave.

"Impressive Facts About the Gas Industry"



With an investment of $4,000,000,000, the gas industry stands high among the country's leading industries. To familiarize advertisers with the enormous market which this business affords, we have prepared an attractive little booklet entitled "Impressive Facts about the Gas Industry." You are invited to send for a copy.

Robbins Publishing Co., Inc.
9 East 38th Street New York

GAS ENGINEERING AND APPLIANCE CATALOGUE

During the week of October 12th the American Gas Association convened at Atlantic City. Here national public utility figures gathered to discuss and plan for the tremendous future growth of the gas industry.

To any one interested, we will be glad to send free our issues giving comprehensive reports of the major discussions.

Gas Age-Record
9 East 38th Street,
New York
A. B. C. A. B. P.

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

Gas Age-Record
"The Spokesman of the Gas Industry"

measure of the soliciting staff's skill.

When it comes to judging a business paper by its influence with its readers most of the results will be found to be comparative. What is meant by this comparative quality of results may be gathered from some points recently brought out by a mail questionnaire sent to practically all the important architects in the country. Out of less than 20,000 practitioners of the craft, replies were received from over 2000 concerns. Of the papers in the field of architecture it was found that five were read regularly by more than half of the concerns reporting. The percentage of the total number reporting was as follows:

Magazine A 72%	Magazine D 56%
Magazine B 67%	Magazine E 52%
Magazine C 61%	Magazine F 24%

In all there were over 75 publications in this or allied fields which were reported as being regularly read by an appreciable number of architects. In reply to the question as to which of these papers they spent the most time in reading the answers did not coincide with the above order. The same papers were reported:

B by 37%
C by 24%
A by 21%
D by 17%

In reply to the question of which was found most useful in the office by the chief designer and the specification writer respectively the results were still different:

Chief Designer	*Specification Writer*
B — 41%	C — 31%
C — 26%	B — 25%
D — 23%	.. ....
A — 19%	.. ....

Obviously each of these four leaders was filling a specific need in the architect's offices of the country both with its reading and its advertising pages. Magazine E, while taken by over half of the reporting concerns did not rank with the other four on any of these three counts. And yet, it would be difficult to say which had in the abstract the most influence with its readers. All such results must necessarily be regarded as comparative.

For the benefit of those not familiar with the inside factors of the business a system of standards of measurement would seem to offer promise. If a committee of this association were to agree on the factors that make a business paper valuable, arrange these in an orderly fashion and assign arbitrary weights to each, it would be possible for an outsider to judge the value of any business publication.

By some such method as this a catalog of business paper publishers' platform could be got together and a method set up showing the aims of such papers and how completely these aims are achieved. Such a scale, used in connection with the A. B. C. audits, would remove much of the uncertainty as to how far a necessarily small circulation is compensated for by the influence of the paper.

Client wanted:

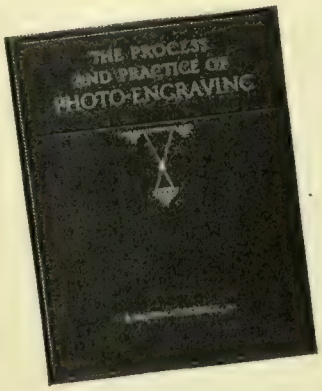
AN advertising agency with some rather different working methods and marketing ideas wants as a client a manufacturer in the household specialty field who is dissatisfied with his present rate of progress in sales and distribution and is ambitious to attain a position of leadership.

HE MUST have a good product, an open mind, the business acumen to appreciate the wisdom of paying for high-calibre co-operation to insure absolutely disinterested counsel as to marketing methods and mediums; also a conviction that there is too much of the conventional in present-day advertising, sales and distribution practices.

HIS PRODUCT may be a vacuum cleaner, an oil stove, a washing machine, a kitchen cabinet, a piano, a rug, or practically any other specialty for the home. His business may be located anywhere east of St. Louis. He must be able to command capital sufficient to carry out a carefully planned progressive marketing program, but if he has a natural aversion to spending a dollar without knowing pretty definitely what it is buying for him in the way of progress toward a pre-determined "objective," it will be in his favor.

WE CAN take on one such client at this time. We have some ideas that will interest him, and we can assure him of a quality of advertising service and marketing co-operation that he will appreciate. Address, in confidence and without obligation: RAY D. LILLIBRIDGE INCORPORATED (*A General Advertising Agency with an Engineering Background*) *No. 8 W. 40th Street, New York City.*

2520-10



Your Engraving Problems Solved by this Book

The trouble that many advertising men have with engravings is more often due to lack of knowledge of what can and cannot be done than to the quality of the engraving itself. By getting on common ground with the engraver—by being able to talk his language—better results than ever can be achieved.

Now—A Definite Treatise on Engraving

Harry A. Groesbeck, Jr.'s, book, "The Process and Practice of Photo-Engraving," is designed to teach the "layman" just what engraving is and can do. Mr. Groesbeck, twenty years in the engraving field, and now general manager of the Walker Engraving Company, has seen this problem from the "inside." And he knows just what advertising men should know about the engraving art.

A Marvelous Reference Book

The book is as enlightening as an extended trip through a modern engraving plant. Every detail of the production of plates is explained—from the simple principles to the finest points of special processes and color work. The reference value of this book cannot be overestimated.

The Contents

Basic principles of photo-engraving, Making a photo-engraving, Principles of photography, Lenses and light, The camera, Making a line negative, Making a half-tone negative, Negative turning and inserting, Photographic printing on metal, Etching, Routing, Halftone finishing, Laying tints, Color work, Photography of colors, Proofing and presses, Blocking, Electrotyping stereotypes, Repairs and corrections, Preparation of copy, Special methods and other processes.

Free Examination!

Only a thousand copies of this excellent volume are now available. Every office where engravings are used or ordered should have one—the time and money saved will many times equal the purchase price. Send the coupon now for ten days free examination.

Doubleday, Page & Co.,
Garden City, New York

Send me a copy of Harry A. Groesbeck, Jr.'s, authoritative work, "The Process and Practice of Photo-Engraving." If, at the end of ten days, I find it unsatisfactory, I will return it to you. If not, you may bill me for $7.50.

Name .....

Address .....

City..... State.....

Apportioning the Appropriation

[CONTINUED FROM PAGE 21]

reasonable that all ten factors were of equal importance, so each factor was weighted in order to give it a numerical value commensurate with its importance. Taking again the example of the coal industry; although the primary horsepower represented only one of the ten factors, it was considered of greater importance than any other factors, and accordingly weighted as being worth 20 per cent of the total of all factors. The percentage of 9.27 was, therefore, multiplied by 0.20, giving that factor a numerical value of 1.854.

BY adding the numerical values of all ten factors together, a so-called advertising rating figure for each industry was determined. *The especially valuable feature of this rating figure is the fact that it represents the exact percentage of the total appropriation which should be allotted to the particular industry!*

The illustration in Chart I shows how the various factors for the coal industry were combined to determine the advertising rating figure for that industry. Under the caption of Primary Horsepower, a sample calculation is shown. The advertising rating figure is the sum of the values of all ten factors calculated in a like manner.

The description of this plan would be neither complete nor understandable without some discussion as to the reason for selecting ten factors. While it will not be possible within the scope of this article fully to explain the reasons for all factors, a more detailed account of some of the factors will serve to bring out the principles involved.

The amount of electric horsepower in an industry is naturally a very important factor influencing the sales possibilities for electric motors, and consequently an important advertising factor. Other things being equal, that industry which has the greatest installed electric horsepower represents the industry to which the most advertising should be directed. Other things are, however, not equal. That is the reason for the consideration of other factors. The oil industry, for instance, if regarded from the standpoint of installed electric horsepower alone, appears to be a relatively small market. The fact, however, that this industry rates very much higher from a standpoint of primary horsepower indicates that it is not well electrified, that machinery is being driven by other than electric power, and that for this very reason it presents a much better advertising opportunity than indicated by the electric horsepower factor. This example significantly shows the fallacy of gauging markets for advertising by considering only one factor.

A worth while buying unit was considered as a separate company or purchasing organization which employed more than twenty men. Other things being equal, again, that industry which comprises the greatest number of buying units represents the best advertising opportunity. The steel industry, when studied from the viewpoint of electrified horsepower, ranked third; whereas, when considered from the viewpoint of number of worth while buying units, it ranks as the eighteenth industry! The steel industry, which has almost 21 per cent more electric horsepower than the textile industry, has on the other hand only about one-tenth as many worth while buying units. This factor, therefore, indicates that the need for advertising in the steel industry is not as urgent as it appeared at first, and that on the other hand the need for advertising in the textile industry is somewhat greater. At least, that is what the buying unit factor indicates. Other factors may again change this relationship.

THAT industry which has bought the largest number of the products which one is selling certainly deserves a considerable share of the advertising appropriation. An industry, though otherwise not apparently important, may turn out to be one which purchases a large number of small units. It may represent a market either easily overlooked, or one not given due advertising consideration. Markets, which buy small units often have unusual profit possibilities because the smaller units are generally more standardized and, therefore, yield greater profits than the larger special units. In other words, such a market may place orders which, though small in themselves, are large in the aggregate.

For example, the machine shop group which was second in importance on the other two classifications is now almost twice as important as any other single market. The miscellaneous group, which ranked only eighth on Chart I, now ranks second. The importance of the textile industry is again emphasized. This factor thus served as another important guide in determining our advertising effort.

The strength of sales competition in certain markets is a factor which should be taken into consideration. Although the advertising effort of com-

We Confess to Two Brief Years

PERHAPS we'll soon be talking of our "anniversaries."

In the midst of our soliloquy some one says "What have you done in those two years?" Well, let's see:

First. We started out to build a publication that would fill a place in the advertising and sales world that no other publication could, or had filled.

Did we do it?

Our circulation has grown like a Burbank marvel. Starting from scratch, today we have secured at a conservative figure at least 70 per cent of those who create and buy advertising. We *must* have succeeded or these people would not subscribe—and renew.

Second. We believed that if the Fortnightly had a purpose in the world, that purpose was the stimulation of frank discussion of the vital (if neglected) issues of advertising and marketing.

Did we succeed?

"Knee Deep in Literature"; "The Fortnightly Adopts a Farm"; "Who Pays for the Advertisement that Doesn't Pay for Itself?" "Are You One of Advertising's Overspenders?" "What is Quality Circulation?" These pungent, rapid fire articles spread far beyond the circle of Fortnightly readers.

Third. We believed that if the Fortnightly was good enough to attract readers because it had something they wanted to know or think about, it would be good enough as a medium through which to sell these same readers.

How did this work out?

The first issues of the Fortnightly averaged 23 pages of advertising. The issue in which this appears carries 53 pages.

There ought to be a lesson to all advertisers in this last paragraph and, indeed, in this whole story.

Advertising & Selling FORTNIGHTLY

Announcing

A NEW
ADVERTISING AGENCY

The G. Lynn Sumner Company

804 LIGGETT BLDG.
41 EAST 42nd STREET
New York

Serving, among others, the
SINGER SEWING MACHINE COMPANY

petitors is by no means a reliable guide for your own advertising, it is important that its strength be gauged so that in part, at least, the advertising appropriation may be so guided as to offset any particular pressure. This factor was not, however, considered of great importance, and was therefore given a low weighting. It is generally preferable to plan advertising with a view of its inherent value, rather than with a view of offsetting competition.

In Chart II all of the ten factors considered were combined, and each industry was given its final rating figure. In other words, after each industry had been analyzed from ten different viewpoints, and after all of the factors thus studied had been duly weighed and summarized, each market assumed a definite relative position with regard to all other markets. The question of apportioning the advertising appropriation had been definitely answered. The exact percentages of the total appropriation which should be allotted to each industry or market were determined.

There are certain dangers in the application of a plan of this sort, if not properly used. The dangers lie in the temptation to follow the plan too strictly. Judgment and common sense must be exercised, otherwise the plan may become a boomerang. Other and perhaps unforeseen factors not employed in the system herein described, may completely alter the desirability of advertising in certain markets. Labor conditions, such as strikes, price wars, inadequate stocks of goods, changes in the trend of an industry, the introduction of a new line of goods, and other similar conditions may all upset the most elaborate theory and calculations. The plan is perhaps a scientific guide, but it is certainly not a horoscope.

Northwest Advertising Executives

Has effected its final organization and adopted a code providing for the standard of practice conforming closely to the standard adopted by the National Association of Advertising Executives. S. S. Anderson, advertising manager of the Tacoma *News Tribune* was elected president and J. A. Davidson of the Portland *Oregonian*, secretary-treasurer.

Miss Alma Zaiss

Has been appointed to the staff of the Chicago office of the George Batten Company, Inc., New York advertising agency.

Lynn B. Dudley

Formerly associated with the Michigan Electrotype Company, has joined Campbell-Ewald Company, Detroit advertising agency.

Carl Gazley

Has been appointed assistant general sales manager of the Yawman & Erbe Manufacturing Company, Rochester, N. Y. Mr. Gazley will continue to serve as head of the advertising department of this company.

Manipulation of Inventories to Increase Profits

[CONTINUED FROM PAGE 40]

With the mail order houses this matter of seasonable requirements is carried to extremes—even to individual selling numbers. Here are the figures as used by Montgomery Ward on their line of all wool tricotine suits and wash skirts week by week:

Per Cent Sales Each Week

Date	Ladies All Wool Tricotine Suits	Ladies Wash Skirts
Jan. 7	0.0	0.1
14	0.0	0.4
21	0.9	0.6
28	0.9	0.7
Feb. 4	0.4	1.2
11	2.6	1.8
19	0.9	1.6
26	4.3	2.1
March 3	5.6	1.8
10	12.6	3.2
17	10.9	3.5
24	17.8	4.3
April 1	12.5	3.6
8	8.9	4.0
15	5.2	5.1
22	4.3	5.0
29	2.6	4.8
May 5	2.2	4.4
12	1.3	4.3
19	0.4	5.5
26	4.0	8.0
June 2	0.4	7.0
9	0.9	5.5
16	0.4	6.5
23	0.0	9.0
30	0.0	6.0
	100	100

You will notice that these figures are carried out week by week. At the beginning of each season only a four or five weeks' supply of each item is kept on hand and the sales on individual items are carefully compared with those of the previous year. If the sales seem to drop off one-third on an item, then future buying is guided accordingly and the past year's stock figures taken only for two-thirds of their worth.

One more method is applied and that is keeping a perpetual inventory. The assistant buyers, or head stockmen, have a record of every item with the quantity supposed to be on the floor. As sales are made they are deducted from this record book, and as new stock is received it is credited immediately. At the end of each week the totals are balanced. This gives you a close check-up on the quantity of each item.

Perhaps at the beginning of your season you had put in your order for regular deliveries every two weeks of a certain quantity of goods on the supposition that there would be a steady demand. In the middle of your season, let us say that your demand falls off, so that you have on hand more than enough to take care of your requirements for the balance of the season. Your perpetual inventory will quickly show you this, enabling you to job off the surplus in the height of the season, when you can secure the best prices as well as to keep your inventory down.

Certainly here is a source of additional profit which will bear close watching by every manufacturing or merchandising concern.

A modern dry goods store in a small town doing most of its business with the farmer—Bishop, McBride & Co., Auburn, Indiana

"Farm Commuters" Doubled This Store's Trade!

Bishop, McBride & Co. is the leading dry goods store in Auburn, Indiana (population 4650). Sixty per cent of its trade is with the farmer.

"The farmers here," says Mr. McBride, "might be considered commuters to a larger city. They come from a wide radius, including many of the neighboring small towns. More than the population of Auburn can come into town within half an hour, via automobile and trolley.

"Farm trade predominates in this community, and they buy the highest class of merchandise."

The farm merchant of 1925 sells the same high grade merchandise on display at the city stores. He is dealing with a class of trade whose shopping standards would astonish the average manufacturer. You can reach this responsive market effectively and economically through the advertising pages of The Farmer's Wife.

THE FARMER'S WIFE

St. Paul Minnesota

Twenty-five Most Brilliant Copywriters Have Written This Book

MASTERS *of* ADVERTISING COPY

Principles and Practice of Copy Writing According to Leading Practitioners

Edited by

J. George Frederick

formerly Editor of *Advertising & Selling*, Managing Editor of *Printers' Ink*, etc.

Write your own list. Put down on it only "professionals"—men and women who have been paid large sums of money to write selling copy for great national campaigns, whose ideas and discoveries are the foundation of modern copy writing. Be sure you list the most famous masters of copy.

Then compare them, name by name, with this list of authors of MASTERS OF ADVERTISING COPY.

T. HARRY THOMPSON
FRANK IRVING FLETCHER
GEORGE L. DYER
BRUCE BARTON
THEODORE F. MACMANUS
JAMES WALLEN
CLAUDE C. HOPKINS
RICHARD A. FOLEY
JOSEPH H. APPEL
KENNETH M. GOODE
F. R. FELAND
J. K. FRASER
CHARLES ADDISON PARKER
MRS. CHRISTINE FREDERICK
J. GEORGE FREDERICK
A. O. OWEN
HARRY C. CLELAND
WILBUR D. NESBIT
HARRY TIPPER
HELEN WOODWARD
JOHN STARR HEWITT
A. HOLMES
HUMPHREY M. BOURNE
RUTH LEIGH
BEN NASH
JOHN LEE MAHIN

It took four years to write this book. Had these master writers been paid regular fees at even their minimum rates for their contributions to this book, the manuscript alone would have cost $50,000.

Here is the guide book to advertising success—the great standard sourcebook of advertising lore—the Bible of the profession.

MASTERS OF ADVERTISING COPY is a splendid book mechanically—printed on antique white wove paper with wide margins and bound in boards. You will be proud to own this book.

$5.00 at Bookstores, or sent upon receipt of price

FRANK MAURICE, Inc.
Publishers
15 W. 37th St., New York City

An Advertising Agency in Altruria

[CONTINUED FROM PAGE 36]

the laudable idea of printing news or literature or helpful information and selling it in a form less permanent than a book, and while the early publishers were undoubtedly animated by the desire to enlighten their fellow men by this means, they also hoped to make a modest income out of it. Then it was discovered that if some space in the front and back of these articles was used to tell about certain articles sold to the public, the same people who read the articles would read about these products and it became easier to sell them. Makers of these products became more and more anxious to make use of this new aid to selling, the profits of the publishing business became larger, and the publishers were soon able to spend more in producing their magazines or papers.

"CERTAIN men began to acquire quite a little skill in preparing these so-called advertisements. It was found that it paid to use their services. At the same time, the publishers found that they could sell advertising space at wholesale rates to representatives called agents, who would then re-sell this space to advertisers. After a time the advertising agent began to employ the advertising specialist or the specialist began to buy space for his client and the difference between the wholesale and retail rates began to be considered as the basis of compensation for the services of the advertising specialist. This was an intolerable situation. Hundreds of checks were devised to offset the obvious evils in this condition. The publishers watched the affairs of the agent, getting special reports on what he was doing, his financial condition, etc., the agency associations watched both agency and publishers, the advertisers' associations watched the agency, the publisher and their associations.

"But in the meantime the public attitude toward advertising was changing. It was no longer necessary to sneak up on a man, so to speak, who was reading a magazine and let him be 'surprised' into reading your advertisement. The public became conscious of advertising as a matter worthy of their serious attention, even as worthy as the editorial matter. The advertising pages of his magazine, his newspaper, even his tradepaper, were often more interesting than the contents for which he ostensibly paid his money. The revenue from the advertising pages was paying for the production of the magazines, so much so that swarms of magazines began appearing that were mailed free to particular groups of people, groups that the advertiser was interested in selling and for the privilege of reaching whom he gladly paid practically the same rate per reader as in magazines of paid circulation.

"Our first experiment was when the Advertisans' Association decided to take over the most powerful publishing house in Altruria. By degrees the contents of the magazines owned by this house were turned solidly into advertising. It will be hard for you to imagine this until you realize that our advertisements at the time of this change were hardly to be distinguished from the editorial pages of our magazines. You have probably noticed a trend in that direction in American magazines. The same great writers often wrote our advertisements, the same artists illustrated them; it was not unusual for one advertisement to occupy four or five pages and, as you will easily recognize if you think of it, many of the editorial articles in your own magazines are really advertisements.

"You see this matter of advertisement, as we found in Altruria, is so complicated that the proper definition of the word is only the very beginning of the science. So much so that I understand that in America many authors and artists are willing to sell their wares at remarkably low prices to the great magazines of world wide circulation for the sake of the advertisement it gives to their names, just as I also understand that most radio talent in your country can be secured free of charge if only the announcer broadcasts the name of the artist and requests the radio audience for expressions of 'applause.'

"THIS matter of the radio brings up the question of free circulation (as in radio) versus paid circulation. Of course we experimented with giving away the magazines we published free but found that the nominal price charged before we took them over was enough of a stimulus to careful reading to make it more of an asset than free distribution. By experiment we learned just where to draw the line between free distribution and paid. Our experiments showed excellent results from women and certain classes of trade on free distribution. With business men we found that we were more certain of our magazines being read and we got better returns from the advertisements where there was a charge for every copy.

"Of course we went through our

PRINTS INCOME TAX PAID BY EVERY IOWAN

Des Moines Register and Tribune-News Completes Huge Task.

At an expense of thousands of dollars The Des Moines Register and Tribune-News compiled and published the complete list of all income taxpayers in the state of Iowa.

Forty persons were employed by the newspaper for a week at the internal revenue office at Dubuque, Ia., copying the names of taxpayers. The list which comprised nearly 70,000 names and addresses was printed in installments of two pages daily and four pages Sunday and continued for three weeks. The names were grouped by cities alphabetically.

The feat attracted wide interest in all sections of Iowa and brought many new readers to The Des Moines Register and The Tribune-News.

No other middle western newspaper attempted the task of listing all the taxpayers of its home state.

The Des Moines Register and Tribune-News is the back-bone of a successful advertising campaign in Iowa.

We had to do it!

The popularity of rotogravure with both readers and advertisers has forced The Des Moines Sunday Register to add a second rotogravure section.

Two rotogravure sections every Sunday, beginning Oct. 11.

No newspaper in America more thoroughly covers its home city and state than The Sunday Register covers Des Moines and Iowa.

Is it any wonder that
The Des Moines Register and Tribune
holds the world's circulation record for newspapers
published in cities of less than 200,000 population

167,939 Daily—138,085 Sunday

Net Paid Average for September

Have you ordered your copy of

Crain's Market Data Book and Directory

1925-1926 Edition Now Ready!

The Indispensable Advertiser's Reference Book

Marketing Facts!—Publication Data!

The basic facts regarding every trade, industry and profession. Five hundred pages crammed with the information you need in planning your advertising and sales promotion work. Authoritative data—no guess work.

Every section contains a complete classified list of publications serving the field with rates, circulations and mechanical requirements.

The only published list of foreign business papers.

Sent on approval—Price $5.00
Order Now!

G. D. Crain, Jr., Publisher

537 S. Dearborn St., Chicago

Bakers Weekly A.B.C.-A.B.P. New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

THE JEWELERS' CIRCULAR, New York, has for many years published more advertising than have seven other jewelry journals combined.

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays
THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

National Miller
Established 1895
A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. paper in the field.
630 W. JACKSON BLVD., CHICAGO

troubles. We had to complete the job by taking over all the publications, but you will of course understand that conditions favored it or it could not have been done. It was easier with outdoor display. They had never attempted to carry advertising as a corollary to pure literature or art. The moving picture was harder than the magazine and the radio hardest of all. Of course the publishers of books, literary, scientific and other periodicals, continued to produce their wares, but without advertising. Moving pictures like the stage had special performances, minus advertising, so no one need go to an advertising show unless they wanted, but of course everyone in Altruria goes, just as they would attend an exhibition of news pictures.

"You see," said my friend, "the combination of the public appreciation of advertising, the really interesting character of the advertising message, the literary, artistic and scientific ability that went into its production made the old subterfuge of 'next to reading matter' a farce. The advertising pages, as the reading public began to find, were the interesting pages.

"Now you see," he said, with a smile, "the advertising man in Altruria really sells advertising."

I think I shall go to Altruria in the spring.

J. Roland Kay Company

Through their New York office is inaugurating an American campaign for Allenbury's Pastilles made by Allen & Hanbury's, Ltd., London.

Charles C. Green Advertising Agency, Inc.

New York, will direct advertising for the Utility Company, manufacturers of Gre-Solvent.

Implement & Hardware Trade Journal

Kansas City, announces the opening of an Eastern office in Boston under the direction of Forrest O. Poor.

Myers, Beeson, Golden, Inc.

New York advertising agency, announce that the following men have joined their art department: Edward E. Tevis, formerly of the Schwarzkopf Studios, Toledo; William H. McIntire and Joseph Albus, formerly of the Chilton Class Journal Company; Edward Fischer of Philadelphia.

Plastics

Is the name of a new publication devoted to the manufacture and use of composition products such as celluloid, bakelite, etc. Sylvan Hoffman is publisher; Carl Marx, editor; Dan Rennick, associate editor; J. H. Hodgkinson, advertising director.

A. J. Amos

Formerly editor of the Automotive Division of the International Harvester Company, has joined the staff of Crosby-Chicago, Inc., advertising agency.

Window Displays

[CONTINUED FROM PAGE 22]

gas fired heaters for homes giving the heater a background and accessories that suggest both the direct comfort to be derived from it and the annoyances—coal handling, dirt, dust, ashes, etc.—to be eliminated by it. When we do that we start a train of thought that tends to bring us a sale.

HENCE the amplitude of opportunity, in window display, for intelligence, ingenuity, good taste and artistic conception and execution. No form of advertising, not even the six and eight thousand dollar pages in the "quality" publications, offer more opportunity.

Ingenious displays, thus planned, not only display products to their best advantage, but even transform their vices into virtues, as it were. A lawn mower by itself, in a bare window, might arouse only a picture of drudgery and perspiration. With appropriate surroundings the impulse to buy it as a means to achieving a beautiful lawn can be stirred.

This does not mean that window displays shall be necessarily extremely beautiful or ornate. The setting for the merchandise should emphasize the desirability of it and augment desire to possess it, not overshadow it. One sometimes wonders if the building of surpassingly beautiful windows may not be overdone at times. An analogy is the painted advertisement so striking or attractive that one says "what a corking ad!" and then forgets the thing advertised; the commodity dwarfed by its wrappings. The best displays focus attention upon the thing to be sold.

Use of color and motion when practicable in "window merchandising," as it may be called, you will have discussed by persons more competent to deal with the details. The force of those adjuncts needs no discussion nor emphasis.

Then there is "the psychological moment," when the customer decides to buy. Need of the thing to be sold has been felt or desire for it aroused by other advertising. A successful window translates that into action and practically clinches the sale.

This emphasizes the importance of window work being coordinated with and tied into the remainder of the advertising program and general house policies. This is not universally done if observation has been correct. There is hardly an exception to such a rule.

To combine all the essentials of successful display in one window, the planner should know his audience, the people that pass. Without this, technical skill will be wasted. He should know his public as thoroughly as theater managers or newspaper editors know theirs. He cannot know this automatically and "sizing 'em up" and "inspiration" are not safe guides.

"Able and Efficient" Says War Department

"We acknowledge receipt of market prices on yarn to be sold by the Government under sealed bids, which will be opened at this office on April 5th. This office takes this opportunity to express its thanks for the able and efficient manner in which this data was prepared and submitted to this office by your representative."

The above is from the War Department, Office of the Quartermaster Supply Officers, and addressed to the Editor of the American Wool and Cotton Reporter.

The editorial matter of the American Wool and Cotton Reporter is authentic. It is relied upon by the Federal Government as well as by 9,000 textile mills in the United States and Canada. They all come to the American Wool and Cotton Reporter for information.

We publish scores of inquiries and answers to inquiries every week. The inquiry of one manufacturer covers also the troubles of scores of others. One inquiry published with the answer is of interest to every other manufacturer in the same line of business. The published inquiries and answers in the American Wool and Cotton Reporter are on subjects of interest to all textile men and the answers to the inquiries are furnished by our own editorial staff in co-operation with more than 500 individuals who are actually engaged in textile manufacturing.

More than 500 overseers, superintendents, mill officers, etc., give freely of their manufacturing experience to any person who makes an inquiry of us. This represents only a part of the service of the American Wool and Cotton Reporter.

The man who wants business in the textile manufacturing industry will advertise in the American Wool and Cotton Reporter and secure immediate and satisfactory results.

Standard 7 x 10 Page **Established 1887**
Charter Member A. B. C.

American Wool and Cotton Reporter

BENNETT SERVICE

Recognized Organ of the Great Textile Manufacturing Industries of America
The Oldest Textile Paper of Continuous Publication in the United States
Largest Net Paid Circulation in the United States of any Textile Publication

530 Atlantic Avenue
Boston

518 Johnston Bldg.
Charlotte, N. C.

Research on Rayon Industry

Few people seem to grasp that this is a great new industrial giant; already it has out-distanced silk; and for 3 to 5 years will be oversold. Splendid, detailed report.

PRICE, $150.00

THE BUSINESS BOURSE
15 West 37th St., New York City
Tel.: Fitzroy 6720

ELECTRICAL ANIMATED AND STILL
DISPLAYS
for WINDOW, COUNTER, and EXHIBITS
Effective–Dignified
Planned Inexpensively
CONSULT WITH EXPERTS
ANIMATED PRODUCTS CORP.
19 WEST 27th ST. NEW YORK

THE FISHER-BROWN AGENCY of St. Louis recently forwarded us a renewal contract, saying: "It is gratifying now after the first season of advertising our client in your publication to be able to send you an additional contract for an increased number of insertions.

"Luck plays no part whatever in the delivery of a contract for this client. Hard, fast rules are set, rigidly fixed, and every effort stressed to obtain satisfactory results for all advertising that appears in publications."

Plain language, isn't it? And doesn't it tell you why *Furniture Manufacturer and Artisan* should be on your list, if it isn't now? Write us about it—we have more interesting information you may wish.

The Furniture
Manufacturer & Artisan
GRAND RAPIDS, MICHIGAN
A. B. C. A. B. P.

In
SOUTH BEND
It's the
NEWS-TIMES

Our local advertising rates are 10% higher than the second paper.

We lead in local advertising.

Member of A.B.C.

Represented by
Lorenzen & Thompson, Inc.
New York
Chicago San Francisco

In Sharper Focus

Don M. Parker

I WAS born in the fertile plains of Illinois, in a little town called Mason City, on January 31, 1881. At the tender age of six months I moved with my family to the larger and more rapidly growing city of Lincoln, Ill., where Abe Lincoln first practiced law. I was raised by an indulgent father and mother in this town and lived there until I became of age. After dashing madly through the high school course I plunged headlong into the business of learning to be a stenographer, and before I had time to per-

fect this interesting profession, I was dragged to New York to become the secretary of young McClure, who was then handling the newspaper syndicate department for the S. S. McClure Company.

Naturally I went through all the trials and tribulations of a country boy landed in New York, greener than grass, but somehow I got along, and finally was transferred to the advertising department of the book end of the McClure business. That was my first taste of advertising, and I have been enjoying it ever since. After being with the advertising department of the McClure Phillips Company for several years, I left and opened up the Eastern office of *House Beautiful*, which was then published in Chicago. This gave me my first soliciting experience. I left *House Beautiful* to go with *McClure's Magazine*, then *The Market Place of the World*. Meeting George H. Hazen on the street one day, he intimated that he would like to have me with him down at the Century Company, at Seventeenth Street, so I resigned from McClure's and started on perhaps the most interesting work I ever did—namely, looking after the interests of *St. Nicholas Magazine*.

For fifteen years I was advertising director and secretary of The Century Company. I recently resigned to go into the advertising agency business with my very good friend John Hawley, and I am now the vice president of the Hawley Advertising Company, and I like it fine!

I am not an author. I have written numerous short stories, and a lot of golf stuff. That golf is my favorite hobby is well known to the advertising world, because golf, advertising and Don Parker have been inseparable for twenty years.

* * *

Warren C. Platt

DELAWARE, Ohio, saw him first and, with Mansfield, Ohio, shared the excitement of seeing him grow up.

He first smelled printer's ink while working during his high school vacations on the *Mansfield Shield*, a form of endeavor which I shrewdly suspect was foisted on him by his parents in order to keep his pent-up energy out of mischief. Like lead poisoning, the ink got in its deadly work and Platt has never recovered from its insidious effects.

When the time came for him to go somewhere, he didn't "Greeleyize" and go West. Instead, he jumped seventy

miles due northeast and landed on the reportorial staff of the *Cleveland Plain Dealer*. Through this foresight of not jumping farther, he made it easily possible nowadays to drive the children down to their grandparents' at Christmas time.

Somewhere along the line of his eight years of reporting he discovered that a great industry stood in need of a Joan of Arc, so one day in 1909 he took the vast accumulations of gold which every reporter amasses and spent them in launching a new and militant publication — *National Petro-*

Do you get the *profitable* industrial business?

MANY a manufacturer selling direct to industry has filled his plant with orders—but not with profit. He hasn't been able to land the *profitable* business in industry—he has sold his product on a slim basis to close buyers. With his plant running to capacity, he makes only a meager margin.

More intelligent sales effort and well directed advertising in the industrial field will succeed where cut - throat price competition will fail.

Our years of experience in helping manufacturers sell direct to industry has shown us how to help them land the *profitable* business. We have learned the short-cuts to direct sales — we have learned where to advertise in the industrial field and where *not* to advertise. That means that our clients advertising dollars are spent where they bring back the results.

More than an advertising agency—we are specialists in advertising to industry. We handle nothing but industrial accounts. That means an accumulation of experience that only years of such specialization can duplicate.

A little booklet, "the advertising engineer," tells an interesting story. We'll gladly send you a copy—and maybe you'll want to get better acquainted.

RUSSELL T. GRAY, Inc.

Advertising Engineers

Peoples Life Building, Chicago

Telephone Central 7750

FIFTEEN AGENCIES
SELECT
American Shoemaking
EXCLUSIVELY
AS THE BEST
SHOE FACTORY MEDIUM
for
TWENTY-ONE ACCOUNTS
BECAUSE OF ITS
Indisputable Supremacy
IN THE SHOEMAKING FIELD
Complete Facts Sent
On Request
AMERICAN SHOEMAKING
683 ATLANTIC AVE. BOSTON, MASS.
MEMBER A. B. C.

If it puts pep in the sales-talk— it's an
EINSON-FREEMAN WINDOW DISPLAY
Specializing in window and store display advertising
327 E. 29th St.
Lexington 5780
New York City

In the Lumber Field
It's the
American Lumberman
Established 1873
Published Weekly CHICAGO, ILL.

leum News—(note that he had the foresight to select an industry which was then approaching the beginning of a vast and spectacular growth).

That first issue bulked up a slim sixteen pages but it swung the cudgels lustily in behalf of the independents and *N. P. N.* soon numbered a loyal following. As time, progress and legislation changed conditions within the oil industry, the original targets at which Platt aimed his cudgel also changed. It is to Platt's lasting credit, however, that all through his attacks he fought so fairly and squarely that, today, he is *persona grata* in the sanctums of the very companies he hammered and hectored most insistently.

His paper, however, has remained militant. It speaks out frankly in church whenever Platt thinks any condition needs airing and sanitation. One internationally prominent man in the oil world asserts that Platt has done more than any other man to clean up the scandal of fake oil stock selling.

In addition to unquenchable energy and courage, Platt has another characteristic which, perhaps more than the other two, has contributed to the success of his paper—he isn't afraid of Pullmans. He uses his office most as a place to send things. He drops down to Houston with as little ceremony as a New Yorker devotes to the long jump to Philadelphia. Tulsa sees him on a Tuesday and the next Monday he's in New York, or Dallas, Chicago, Boston, Fort Worth, Oil City, or any other place that seems to offer an opportunity for his energy. In the effort to atone for his incessant wanderings, he brings home to Mrs. Platt marvels of colorful, diaphanous merchandise.

He threatens to learn golf—but does not. He threatens to learn bridge—but doesn't. His idea of a real good time is a flannel shirt, old khaki trousers, a slouch-hat, a rowboat and a fishing rod —or the same haberdashery and something out of kilter in his automobile, to give him an excuse to take it apart. He tried radio but the attack lasted less than a fortnight.

Oh, yes—there should be some data. He was born somewhere in the middle 80's, has a wife (who helped him wrap and mail the first issue of *National Petroleum News*), and two daughters. He was one of the founders and vigorous workers of the Cleveland Better Business Commission and has served as a member of the Executive Committee of the A. B. P. as well as on its Agency Relations Committee.

Charles C. Green Advertising Agency, Inc.

New York, will direct advertising for Sasieni Pipes.

Howard VR. Palmer

Secretary and director of the Sheffield-Fisher Company, has become associated with the Case-Hoyt Corporation, Rochester, N. Y.

C. K. Woodbridge

President of the Associated Advertising Clubs of the World, and president of the Dictaphone Corporation, was the principal speaker at a meeting of the Women's Advertising Club of Chicago held in that city Oct. 6, 1925.

They Want to Know the Results!

[CONTINUED FROM PAGE 42]

members of your go-getting tribe returns after his first stock-taking trip to test city stores puffed with pride. With glowing eye he boasts that he has lined up all the dealers in the town he visited to take a big ad right next to ours. You give him a look—one of those glances so cold that could it be preserved it would prove one of the greatest single blessings ever bestowed upon the residents of Hades. But what can you do? It is now too late for that situation. What you should have done was observe rule No. 6: *See that your salesmen preserve the utmost secrecy about the advertising planned, and instruct all newspapers that any ads of your product by local dealers are not to be placed on the page with your test ads. Urge publishers to persuade dealers to postpone their advertising until after the test is finished.*

At last your test is completed and you figure up the results. There is solid satisfaction in doing this. *You win* no matter which ad is elected. And you continue your regular program, either changed or unchanged, secure in the knowledge of what your advertisements are actually accomplishing.

Cole-MacDonald-Wood, Inc.

Is the name of a new advertising agency that was incorporated last week with general offices in Detroit. The officers of the organization are: President and treasurer, Walter C. Cole, former secretary of the Detroit Board of Commerce; first vice-president, Edmund D. Wood; second vice-president, Arch H. MacDonald; copy chief, P. H. Bruske. The new agency has taken over several of the accounts of Power, Alexander & Jenkins, which recently liquidated.

Advertising Calendar

OCTOBER 19-21—Industrial Advertisers Association Convention, Atlantic City, N. J.

OCTOBER 26-27—Convention of Mail Advertising Service Association International, Boston, Mass.

OCTOBER 26-28 (tentative)—Insurance Advertising Conference, Boston, Mass.

OCTOBER 26-30 — Poster Advertising Association, Kansas City, Mo.

OCTOBER 28-30—Convention of the Direct Mail Advertising Association, Boston, Mass.

NOVEMBER 16-18—Annual Meeting, Association of National Advertisers, Inc., Washington, D. C.

NOVEMBER 22-24—Seventh District Convention, Associated Advertising Clubs of the World, Oklahoma City, Okla.

APRIL 12-14, 1926—Fourth District Convention, Associated Advertising Clubs of the World, Orlando, Fla.

JUNE 19-24, 1926—Twenty-second Annual Convention, Associated Advertising Clubs of the World, Philadelphia, Pa.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.

Re-orders!

DURING the first week that the October FORUM was on sale, re-orders were received from the American News Company for New York, Boston, and Philadelphia news stands, in spite of the fact that we had already increased our distribution of copies of that issue by over 37%.

News stand sales have increased over 200% since January; subscriptions nearly 50% and total circulation has more than doubled. The only explanation is the remarkable editorial content. The FORUM is naturally becoming recognized as an excellent advertising medium, as well.

Member Audit Bureau of Circulations

FORUM

America's Quality Magazine of Discussion

247 PARK AVENUE · NEW YORK CITY

Printed salesmanship is entirely different from any other method of contact between manufacturer and the buying public

And no manufacturer can get maximun results from advertising selling without expert help in its preparation.

We are specialists in producing printed salesmanship for technical advertisers.

Our booklet "Technical Advertising" will be cheerfully mailed to you upon request.

Arthur Henry Co.
INC.
Advertising
1482 BROADWAY
NEW YORK
Telephone BRYANT 8078

More than 23,000 plant executives *anticipate* these

6 FEATURE NUMBERS !

PREVIOUS specialized numbers of Power Plant Engineering have been received with such enthusiastic appreciation by its readers that the announcement of the Six Feature Numbers already has aroused a high degree of anticipation.

Nov. 15, 1925 — Announcement Number, New York Power Show, will give names, location and chief features of exhibits — an advance guide to the show.

Dec. 1, 1925—New York Power Show Number, the issue at the show giving representatives of exhibitors and program of talks and motion pictures.

Dec. 15, 1925—Annual Review Number, will outline important engineering progress of the year.

Jan. 1, 1926—Specialized Reference and Textbook Number on Boiler Plant Operation, the 18th of Power Plant Engineering's Annual Specialized Numbers.

Jan. 15, 1926 — Announcement Number, Chicago Power Show, will enable engineers to select in advance what to see and where to find it.

Feb. 1, 1926 — Chicago Power Show Number, a guide to visitors and a record of exhibits, talks and meetings at the show.

IMMEDIATE action is necessary to have a description of your products included in the advertising pages of these Six Feature Numbers, to which more than 23,000 power plant men will look for information on the latest machinery, equipment and supplies.

Member Associated Business Papers
Member Audit Bureau of Circulations
Member Chicago Business Press Assn.

POWER PLANT ENGINEERING

537 So. Dearborn St.

Chicago

Good Enough? No!

The apartment house in which I live is only six stories high and not at all "smart." I like it for those reasons, for I abhor big buildings, especially if they are new and shiny.

The tenants in my building are a good deal like the building itself—they are everyday people. Their incomes, I imagine, are just large enough to enable them to have most of the comforts and a few, a very few, of the luxuries of life. That, perhaps, is the reason why the elevator boys come and go so frequently—they decide, in a week or two, that "these people ain't spenders."

I do not criticize them for feeling as they do. What I criticize them for is that they do their work in so slovenly a fashion.

The newest elevator man is the worst of the lot. He seems to think that if he stops the elevator within eight inches of the floor levels, it is "good enough." It isn't!

He does not know it, of course, but the fact is that that "good enough" thought of his explains why he runs an elevator. If he had a keener sense of the fitness of things, a higher conception of his responsibility or a greater degree of exactness, he would not be an elevator man. He would be doing something more important, something that commands a higher wage.

Thrift!

You have noticed, of course, that in picture plays, written by American scenarists, the checks which from time to time are shown on the screen and which are offered as evidence that the "deal has gone through," are seldom for less than a million dollars. That seems to be our idea of a fairly sizable sum of money.

In films, written by Europeans and produced in Europe, 50,000 francs—about $2,500 at the present rate of exchange—appears to be the limit. Apparently 50,000 francs will do wonders in Europe. For that amount—or less—one can bribe a Cabinet Minister, purchase a chateau or effect an entirely satisfactory arrangement with the lady who has in her possession letters of the most incriminating character.

Travel-philosophy

"Palace" hotels, no matter where they are located, are much alike. They may differ exteriorly, but interiorly they are pretty much of the same pattern. Cooking, furnishings, service—there is very little difference.

The first time I went abroad, I made up my mind that the only way to learn anything of the people of the country in which I was sojourning, was to live in hotels and "board-residences," whose patrons are natives of that country. And that is what I have done, ever since. The "busy business man" from Akron, Ohio, can stay at the Cecil or the St. Maurice. Give me the Continental or the Pension Splendide. There for half what he pays, I have a better room, better meals, a rose-garden in which to sun myself—and an opportunity to study, at close range, the comings and goings of men and women whom, in a big hotel, I would never meet.

'Twas Ever Thus

During the last two or three weeks, I have called on the editors of several publications in the hope—and with the expectation—that they would commission me to write articles on certain subjects which, I believed, would interest their readers.

In every case but one, I have been received with consideration. In most cases, I have been told that the stories I outlined are almost sure to be accepted. In other cases, I have been given definite commissions.

Only once was I made to feel that I was asking a favor. Perhaps it would be better to rewrite that sentence and make it read: Only one of the editors on whom I called acted as though he thought I was asking a favor.

As it happens, this man was the only one of the nine or ten editors I interviewed whom I am personally acquainted with and who is under some obligation to me. More than once I have cashed checks for him. More than once, we have lunched together (always at my expense) and then gone motoring.

He greeted me, not as a friend but as a stranger, asked curtly, "Well, what do you want?" (though my letter was on his desk) and rose to his feet, as though to end the interview before it began.

Thank the Lord, I can always get a smile—and an item for the FORTNIGHTLY—from such an experience.

JAMOC.

If Every Agency Man knew what every hardware man knows, Hardware Age would be on every hardware list.

The Human Side *of a* Great Business Publication

Back of every great enterprise is a human element contributed by those men whose experiences and personalities are reflected in that enterprise.

This is the element that molds opinion, creates good will and makes or mars its success.

David J. Witherspoon
Associate Editor

DAVID WITHERSPOON is best known to readers of HARDWARE AGE as the genial creator of Cornelius Leadpenny, the hardware dealer who has his full share of business problems to solve, and also as the humorous but helpful cartoonist who teaches pleasantly many a wholesome lesson in hardware merchandising.

His cartoons have been reprinted in many business papers and house organs. His Leadpenny stories have formed the text for many store meetings of dealers and their clerks. Both have been interesting, amusing and at the same time extremely instructive in the elements of successful selling.

In addition to his literary and artistic efforts, Mr. Witherspoon devotes his attention to the physical make-up of HARDWARE AGE. The arrangement and effective presentation of the market reports, news, editorials, feature articles and merchandising stories rests in his capable hands.

Mr. Witherspoon's work has added greatly to the attractiveness, interest and intrinsic value of the well-rounded service that has made HARDWARE AGE the weekly business guide and inspiration of its readers—the jobbers, jobbers' salesmen, retailers and retail clerks of the hardware trade.

Because the men who create HARDWARE AGE know what the hardware merchant needs to conduct his business successfully and ably supply those needs in every phase and in full measure, HARDWARE AGE has become a necessity to every forward-looking hardware dealer.

It, therefore, offers the manufacturer a direct, sure route to the attention of the live element of the hardware trade in every section of the country.

"The Most Influential Hardware Paper"

Hardware Age

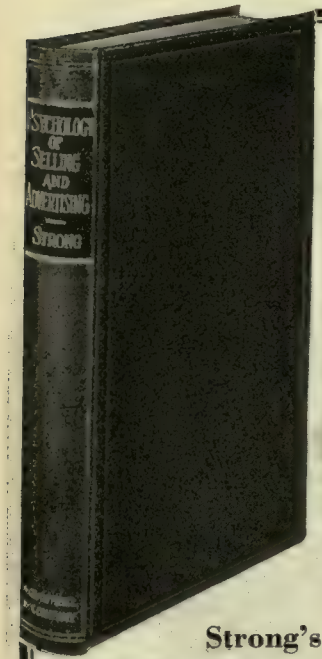
A.B.C. A.B.P.

UNITED PUBLISHERS CORPORATION UPC HARDWARE DIVISION

239 West 39th Street New York City

Get More Business

through the use of sound sales and adve tising psychology



JUST OUT!

Here is a book that will enable you to cut right into the heart of your distribution costs by explaining the methods of advertising and selling along the lines of least resistance. It is based entirely on the new attitude in merchandising which looks beyond the immediate sale and does its selling in terms of permanent satisfaction, from the buyer's point of view, to make customers as well as sales.

Strong's

PSYCHOLOGY OF SELLING AND ADVERTISING

461 pages, 5x8, illustrated, $4.00

This book explains how people buy and how they can be sold. It analyzes the buying process completely and expresses it in a formula covering every purchase at bedrock, around which every selling effort centers, or should center. It gives you a practical guide with which you can analye your own selling and advertising problems and follow the line of least resistance in overcoming obstacles.

Buying habits analyzed for you

The book digs deep down into the roots of human nature and describes man's native wants, social wants, acquired wants, shows how people discover solutions to these wants, how they make decisions and take action and explains the parts played by satisfaction, feeling, sentiment and good will.

How can you improve your selling and advertising?

After explaining in detail the workings of the human mind in buying, the book discusses the psychological selling and advertising methods of using this information—selling and advertising with least friction—selling and advertising methods that are quicker and more lasting. It discusses motivation, suggestion and other methods of arousing immediate desire for a product. It covers appeals, their relative values, and methods of using them. It gives you the key to your advertising and selling problems. And every chapter is practical and sound. It tells you how to put the "you-attitude" into your selling efforts.

Examine this new book for 10 days free

No obligation to purchase—be sure to see this book. Mail the coupon now!

McGRAW-HILL FREE EXAMINATION COUPON

McGRAW-HILL BOOK CO., INC.,
370 Seventh Ave., N. Y.

You may send me for 10 days' free examination Strong's PSYCHOLOGY OF SELLING AND ADVERTISING, $4.00. I agree to return the book, postpaid, in 10 days or to remit for it then.

Name .....
Address .....
Position .....
Company .....

A.F.10-21-25

On Being Amiable in Your Advertising

[CONTINUED FROM PAGE 24]

past in their advertising of what is comparatively a new product. It approaches the humorous only because of the somewhat perverted trait in humanity which causes people to laugh at the modes, manners and contrivances of other days. Murphy Varnish is another concern which has made use of this same device in their advertising with the double effect of amiable approach and of emphasizing the age and stability of the company and its product.

OFFHAND it would appear that manufacturers of industrial products would have the most difficult task in being amiable in their advertising. Metal ingots and machinery of various sorts have only a limited and generally a technical appeal. We are accustomed to think of great industrialists as persons upon whom thoughts of the lighter things of life are wasted; men who have been tempered by the hardness of the alloys and metallic elements with which they live their daily lives. That this is not true and that users and manufacturers of industrial or semi-industrial products can be as human as anyone else is demonstrated by two little booklets, one got out by the Chase Metal Works and the other by the Bassick Company, advertising their Ruboid Wheels. Illustrations from both of these booklets are here reproduced. They more nearly approach that danger line of humor than the previous examples, but to my mind they still keep on the amiable side. These booklets both carry convincing selling talk intermingled with their light humor, which element may not be best illustrated in the two samples which is all our limited space will permit us to reproduce here.

The British do this thing as well as we do if not better on the whole, though what I am about to cite as examples of amiable advertising would probably be considered by the native islanders to be distinctly humorous. There is no avoiding the fact that the British *do* have a sense of humor, personal experiences notwithstanding, and a sense of humor which is far more subtle and discerning than ours while not being so exuberant or possibly so keen.

Here is a bit of copy from Fortnum & Mason's, London, regarding such a commonplace commodity as bacon which we in this enlightened country have come to regard as little more than a first-string substitute for ham as a running mate for our breakfast eggs:

"When the fragrance of its frying rises through the area, passers-by give savage cries and raven at the railings. This is one of the disadvantages of living in town.

"The fascination of our bacon lies in the secret manner of its curing. It is mellowed in the suave smoke of certain rare woods and old-world herbs. Bacon with meaning and beauty in every mouthful. Often we stand for hours before a side of

Advertising Typographers

A bond house writes—

"YOU may follow the same style of composition employed in the previous ad. The ads have been splendid so far, especially is the last two column ad a fine piece of work."

[FROM 100 MILES AWAY]

Ben C. Pittsford Company
431 South Dearborn St.
Phone Harrison 7131

Reliable Agency

Affiliation open for Active Man Controlling Business

WE have an attractive offer awaiting such a man of clean cut type, willing to associate with fully recognized Christian agency located uptown, well financed.

Address in strictest Confidence
Box 318
care Advertising and Selling Fortnightly
9 East 38th Street, New York, N.Y.

The Standard Advertising Register
is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.

National Register Publishing Co.
Incorporated
15 Moore St., New York City
R. W. Ferrel, Manager

KEEP YOUR COPIES!

At the conclusion of each volume an index will be published and mailed to you.

our wonderful bacon, musing in deep reverie, and finding therein our greatest happiness."

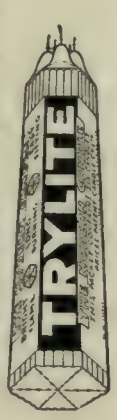
Of course this is an absurdity—but an amiable absurdity. Certainly no one is going to be offended by it, and it is too refined to cause anyone uproarious mirth. The illustration which accompanies this text shows passers-by "ravening" (whatever that is) at the railing. "Suave smoke" is a phrase worth remembering for future reference. Here is a case where copy and illustrations both work in the same tone throughout to attain their end.

P·C·49

Anyone may have that little job of his, but not his Trylite suppers with cook. Those are not occasions for a high-power artificial light. You want something discreet, and yet clear. In fact, a Trylite.

Trylites are beautiful to look at, and burn with a clear white flame. You buy them in handy packets of six, which are so easy to store. Because of their triangular shape, Trylites fit a much greater variety of candlesticks than the old round candle did.

Use Trylites to-night.



TRYLITE

The Modern Candle

WONDERFUL VALUE

6 FOR 3d

PRICE'S PATENT CANDLE CO. LTD. BATTERSEA, LONDON

TC 1008—31

The series featuring Trylight Candles, one of which is reproduced with this article, is another excellent example of what the British are doing in this line. Some members of this series rather overdo the humorous element, but this one seems particularly appropriate.

Very much in the British tone just mentioned are many of the current and past advertisements of Ovington's, Fifth Avenue gift shop. The illustrations consist of pen and ink draw-

Jobber Acceptance

Buy Jobber Acceptance, don't simply buy trade papers.

RADIO MERCHANDISING has the active endorsement of more than fifty leading radio jobbers* in United States and Canada.

Put RADIO MERCHANDISING on your list. It'll make the job of getting distribution and constant turn-over a great deal easier.

25,300 copies monthly, reaching every known jobbing and retail buying unit in the industry. Daily reports from jobbers keep our circulation up to date and eliminates the "dead ones."

A new analysis of our circulation is ready. It will interest you because it shows where the most important radio trade centers are and how thoroughly RADIO MERCHANDISING blankets them. We would like to send you a copy.

RADIO Merchandising
THE MAGAZINE OF THE RADIO TRADE

MERCHANDISING MAGAZINES, INC.
243 West 39th Street
New York City

*Names on request.

Access to 600,000 Purses and a $23,000,000 Budget!

The Womans Press is the official publication of the Young Women's Christian Association, and is the *one* magazine read by all its 600,000 members. It is probably the most thumbed magazine to be found on every Y. W. C. A. library table.

In addition to these young women members who buy for themselves and their families, this monthly magazine reaches those Y. W. C. A. officials priviledged to spend the $23,160,537 national Y. W. C. A. budget.

Send for rates and sample copy.

The Womans Press

600 Lexington Avenue New York

Verdict of Readers of THE NEW YORK TIMES *Magazine Section*

OF the 430 answers received to a questionnaire recently sent through the BOSWELL-FRANKEL *Advertising Agency to subscribers of* THE NEW YORK TIMES, *the following tabulation has been made:*

387 indicate that they read the Magazine Section.
353 women read the Magazine Section.
317 state that they keep the Magazine for leisurely reading.
352 read advertisements in Magazine.
244 indicate that they answer advertisements.
3 on an average in each family read the Magazine Section.

Notations on the questionnaires from readers of the Magazine Section indicate that after reading they dispose of it as follows:

Given to a library in a small town.
Filed and kept for reference.
Presented to friends and to clubs.
Kept on office table of a country doctor.
Sent to a brother in the Orient.
Mailed to a friend in the Navy.
Passed on to neighbors.
A woman in Florida says the Magazine Section is her principal shopping method.
One subscriber says he reads and answers the advertisements because they are up-to-date and instructive.
One man who has spent 25 years in the tropics believes that 75% of all Americans outside of the United States read The New York Times.

The New York Times Magazine Section is printed and illustrated in rotogravure. Advertising rate $1.00 an agate line—the lowest rate for rotogravure advertising in the country, quality and quantity of circulation considered. Distributed to approximately 600,000 purchasers of The New York Times each Sunday.

DISPLAY advertising forms of Advertising and Selling Fortnightly close ten days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the November 18th issue must reach us not later than November 9th. Classified advertisements will be accepted up to Saturday, November 14th.

ings for the most part which are hung adroitly upon the peg of social convention. They feature the bride, the butler, the dowager and all the lesser lights and adjuncts which go to make up the glamor and glitter of the life of that *crême de la crême* of our upper middle class which constitutes by approximation the American aristocracy —humorously referred to sometimes as the "Four Hundred." Amiable again; very much so.

AMIABLE advertising is not limited to any medium or any publication. It may be used in car cards, posters, direct mail, trade papers, newspapers and periodicals of general as well as special natures. I will not say that it may thus be used indiscriminately because this is far from being the case. Here, as anywhere else in advertising, it is a case of using your head. The whimsical quality which goes to make up the most telling advertising amiability has a particular appeal to certain types of readers, and in publications reaching these types may be counted upon to pull better than in publications which reach another class entirely. But there is no class or type, and very few individuals, who may not be reached by a friendly message which approaches with a smile and invites amicable confidence. Thus the question is not *whether* we should be amiable but what constitutes amiability in the mind of the people who will—or who we hope will—read our advertisement.

You may be proud of your factory, proud of your history, proud of your product; but the reader of your advertising does not give a continental for your factory or your history and is interested in your product only from his own point of view. What *you* happen to think about it is likely to strike him as somewhat prejudiced opinion, especially if you are given to the use of superlatives. Your factory may be modern and sanitary; your president may be a very nice fellow and kind to his mother; your product *may* have all competitors backed off the map, but remember that while all this may be a matter of life or death, dividends or debits, to you, to the customer it is simply a matter of spending a sum of money which will neither make nor break him. Don't take yourselves too seriously and, in the famous words of Owen Wister's *Virginian*, "When you say that—smile!"

Edgar G. Herrmann

Of the advertising department of the Victor Talking Machine Company, Camden, N. J., has been appointed advertising manager of the Victor Talking Machine Company of Canada, Ltd., Montreal.

Kenneth L. Ede

Formerly with Henri, Hurst & McDonald of Chicago, has joined the staff of the John S. King Company, Inc., Cleveland advertising agency, in charge of market research.

Summary of A. B. C. Meetings

MORE than 900 advertisers and publishers assembled in Chicago last week for the twelfth annual convention of the Audit Bureau of Circulations and for the thirteen allied conventions held during the same week. Every section of the country was represented and many members of the Canadian A. B. C. were present. Every group meeting of the week was largely attended and each organization edited its activities down to a strictly business basis.

Convention week opened Monday night with a meeting of the board of directors of the Inland Daily Press Association and culminated in the annual dinner of the Audit Bureau, Friday night, the most successful in history. Headed by Postmaster General Harry S. New as the principal speaker, those on the program included Senator Arthur Capper of Kansas, former Governor Frank O. Lowden of Illinois and Henri Gagnon, publisher of *Le Soleil*, Quebec. O. C. Harn, president and chairman of the board of directors of the A. B. C., opened the general sessions of the bureau's convention Friday morning with his annual report, followed by the presentation of the eleventh annual report of the board of directors.

The meetings of the six departmentals of the A. B. C. were held Thursday afternoon, and on Thursday evening members of the board of directors met to consider matters referred to them by these various departmental meetings.

W. S. Ashby, Western Clock Company, and Philip Thompson of the Western Electric Company, were elected to the Board of Directors of the Bureau.

The Business Publications Division followed the lead of the agency and newspaper divisions in voting against the abolition of publishers' statements. The group also decided to change its name to the Business Paper Division of the A. B. C. and eliminate all but business periodicals.

The Associated Business Papers, Inc., elected officers for the coming year at their meeting on October 15. Malcolm Muir, vice-president of the McGraw-Hill Company, Inc., New York, was elected president; J. H. Bragdon, *Textile World*, New York, was elected vice-president; and Warren C. Platt, *National Petroleum News*, Cleveland, was elected treasurer. The Executive Committee will consist of John N. Nind, Jr., of the Periodical Publishing Company, Grand Rapids, the retiring president; George Slate of the Simmons-Boardman Publishing Company, New York; E. E. Haight, *Motor Age*, Chicago; Lt.-Col. J. B. MacLean, MacLean Publishing Company, Toronto; Everit B. Terhune, *Boot and Shoe Recorder*, Boston, and Merritt Lum, A. W. Shaw Company, Chicago.

The Great American Family of K-C

Loyal Readers of Their Own Magazine

COLUMBIA is now well into its fifth year and since August, 1921, when the first issue was published, its circulation has always exceeded 750,000.

The stability of this circulation is assured because it is based upon the full membership of the Knights of Columbus.

More than three quarters of a million men and their families welcome every issue of COLUMBIA —*their own* magazine. And since it is so closely aligned with the faith and ideals of its readers, COLUMBIA inspires in them a feeling of confidence and allegiance in which the advertiser naturally participates.

Note: Columbia is an outgrowth of the "Columbiad," which was established in 1893 as the official monthly of the Knights of Columbus.

COLUMBIA

The Largest Catholic Magazine in the World

A National Monthly Published, Printed and Circulated by the Knights of Columbus

Net Paid Circulation 757,540 Member of A. B. C.

D. J. GILLESPIE, Adv. Director
25 West 43rd Street
New York City

J. F. JENKINS, Western Manager
134 South LaSalle Street
Chicago, Ill.

BUILDING AGE and The BUILDERS' JOURNAL

Subscribers have proven purchasing power of nearly two billion dollars yearly. Reaches contractors, builders, architects, etc., of known responsibility. Published monthly for 46 years. Member A. B. C. and A. B. P.

239 West 39th St., New York; First National Bank Building Chicago; 320 Market St., San Francisco.

AJD

The Only "Denne" in Canadian Advertising

You cannot effectively place your Canadian Advertising by merely consulting a Newspaper Directory. You need an Advertising Agency familiar with "on the spot" conditions. Write.

A. J. DENNE & Company Ltd.
Reford Bldg. TORONTO.

MOVING

Be sure to send both your old and your new address one week before date of issue with which the change is to take effect.

BOOT AND SHOE RECORDER
BOSTON

"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 13,423 copies weekly. (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

Ben Sweetland's Column

In which will be told stories of direct-mail campaigns he has created.

Direct-Mail deals a blow to the rag man

The Economy Machine Towel Service Co. of New York had a unique service to offer to printers.

Printers use large quantities of rags for cleaning ink from rollers and presses. This new service offered to the printer clean towels instead of the unsanitary rags, and the towels would be called for and laundered much in the same fashion as the usual office towel service.

A three-piece Direct-Mail campaign was prepared telling the printers of their emancipation from the use of the much despised rags.

Within two days from the time the first piece was placed in the mail, over 3% of the printers had replied and the sales force has averaged closing contracts with over 50% of those replying.

Direct-mail advertising, properly done, will keep your sales staff busy calling upon people whom you know are interested in your product instead of literally ringing door bells with the hope of finding a good prospect. Let the postman do your missionary work and your salesman the closing.

If you will tell us something of your problems we shall gladly make suggestions as to a d.m. campaign that will build business for you.

SWEETLAND ADVERTISING
INCORPORATED
DIRECT MAIL CAMPAIGNS
25 WEST 43RD ST.
NEW YORK

A Trust Company Extends Its Field of Activity

[CONTINUED FROM PAGE 38]

mentioning little or none of the characteristics of our company in its indorsement of insurance, other than that we believed it to be good. We encouraged insurance men to come to our office, offered them the services of our tax department and agreed to go with them personally to their clients' offices to explain the arrangements which might be worked out from the avails of their policies. We gave them personal letters from our president, Mr. Frank W. Blair, indorsing insurance, and had them carry these letters in their kit bags for the edification of their prospects. We reproduced our full page newspaper advertisements in miniature also for the salesmen's kit bags, a service which has since been much in demand and is very well appreciated. In short, we endeavored to do everything at the start which would purchase good will and force the insurance people in our locality to think in terms of Union Trust Company. The response to these efforts was more than we anticipated. At that time it was a novelty for us to receive more than one insurance trust a month. Today it is a novelty for us not to receive at least one insurance trust a day.

We went over the personal affairs of the general agents and managers and laid out programs for their wills and for the arrangement of their estates, wherein we were named as executor or as trustee. We had our trust department go into the matter of trusteeing the renewals of insurance agents after their death, and recently we have prepared contracts with the owners of insurance, whereby we pay the premiums on their policies under a savings arrangement whereby they deposit stipulated amounts with our company monthly.

WHENEVER we began a campaign for whatever we were endeavoring to attract insurance people to, we first outlined a cooperative scheme whereby the New Business Department solicitors would follow up the work of the advertising department to a minute degree and there has always appeared a spirit of cooperation, not only between these two departments, but between the employees of these two departments and the rest of the organization as well. The results achieved have been most gratifying. Today nearly one thousand employees are required to conduct our business and the number of new accounts and the value of those which we have received through insurance men is incalculable.

A thing which causes me great satisfaction is the number of letters I have received from insurance salesmen who have stated they have doubled or tripled the amounts of insurance they have sold by using our facilities and by advocating insurance trusts.

There is in our company one other department which has contributed in no little degree to the cultivation of insurance men. That is our Department of Public Relations. This department is supervised by a veteran newspaper man, who has both an ear and a nose for news. He has secured space in innumerable newspapers and periodicals for articles dealing on the relative merits of insurance companies and trust companies and these items have been clipped and sent to the various insurance agents as an indication of our interest.

ONE hazard we approached in our early negotiations was the lack of faith in the stability of trust companies felt by some insurance salesmen. There was a feeling that in the development of our life insurance trusts we might quite possibly be attempting to underrate the value of any of the good contracts which insurance companies were able to write and that our campaign was instituted with an idea of removing from insurance treasuries funds which ordinarily would be kept by them for administration. This was vaulted by consistently hammering on the fact that our insurance trusts were created for a similar purpose, namely, the safeguarding of such funds as might best be conserved in the vicinity of the place where the beneficiaries were to reside. We made it clear to insurance men that there was nothing competitive about our efforts and agreed with them there were instances where the insurance trusts were far less desirable than contracts which they might prepare with their own company. They finally agreed with us that insurance trusts have their greatest value in the discretionary power which they vest in a local trustee, power it is impossible for insurance companies to wield for obvious reasons. And there grew up a spirit of kindliness between these representatives and our own which we prize very highly and which could never have been purchased with money alone.

No one can say, however, that the salesmanship of our particular representatives was entirely responsible for whatever success we may have attained. The salesmanship of the institution as considered in all its many varied forms joined in building up good will, which in the end created business.

Salesman's Data Book

for 1926

An Every Day Help to Bigger Sales

MOST popular holiday remembrance of all Dartnell productions. The 126 pages carefully compiled, provide space for all the records and memoranda a salesman wants to keep. The practical suggestions for increasing sales are a constant inspiration to bigger accomplishments. Enables a salesman to better organize his time, and points out many opportunities for making calls produce more sales.

Includes a section of suggestions for selling various types of buyers; ruled pages for call-backs and appointments; space for auto expense, insurance policies, income tax and deductions from tax to which salesmen are entitled; pages for formulating a personal budget; comparative sales records; charts showing relation of turnover to profits; list of best hotels for salesmen; trading population of cities; and other valuable data for salesmen.

For Gifts to Salesmen

Makes ideal holiday remembrance. Practical information and attractive appearance insures its use every day in the year. Special inserts make the Data Book particularly interesting to firms with large sales organizations.

For Banquet Place Cards

With individual names stamped in gold on covers these books make exceedingly attractive place cards for salesmen's banquets. Adds a distinctive touch to your program.

For Brokers or Agents

The Data Book is particularly appropriate. Information and data it contains will be of constant usefulness and will serve to keep your interests before these men.

For Hotel Guests

Prominent hotels catering to salesmen guests find the Data Book makes an ideal holiday remembrance. An investment in good will that pays dividends out of proportion to the cost.

For Jobbers' Salesmen

Imprint your firm name on these books and present them with your compliments to your jobbers' salesmen. Will build good will for your company and keep your products before men who have a thousand other products to keep in mind.

For December Contests

Offer Data Books, with individual names in gold on covers to your salesmen to stimulate sales for December. Increased sales will easily show a profit on the investment.

As Convention Souvenirs

Present each salesman with a Data Book. Insert this year's sales totals by months in spaces provided for comparison with next year's results. Will be a constant inspiration to improvement.

For Friends Who Sell

No more highly appreciated remembrance could be selected than the Data Book, with individual name stamped in gold on covers and mailed in holly boxes. Send us your list and let us take care of your holiday remembrance problem this year.

WHAT OTHERS THINK—

"The writer has made a personal presentment of the Data Book to the salesmen for two successive years as a Christmas reminder. We find that it is now expected, not so much for the sentiment as the value of the book itself. We do not believe any of our boys would be without it."—HALL LITHOGRAPHING CO.

"Our men use their Data Books very regularly, and very intelligently. We entered in them comparative sales records, which the men have kept up very faithfully, and I don't believe there is one book which is not carried in the pocket of its owner at all times."—IMPERIAL CANDY CO.

"The Data Book is the only thing I have ever furnished our salesmen that has stayed with them throughout the year. When will the 1926 book be ready?"—A-B STOVE COMPANY.

"We have given our salesmen the Data Book for the last two years, and they expect it as much as they do new samples when leaving for their territories on January 1."—U. S. RUBBER COMPANY.

"You can rest assured that your Data Books are in the pockets of every salesman to whom they were given. In fact, they came in to my desk while I was away and "swiped" 3 copies I had reserved for myself since February. Instead of 60 or 70—the number I ordered last year—I shall want at least 100 this year."—GEO. H. BOWMAN CO.

"One of our representatives just wrote us that in the Data Book for 1925 he found information he had been looking for and was unable to obtain elsewhere."—HOLE-PROOF HOSIERY CO.

"I plan to give quite a number of these books the latter part of this year as prizes to our representatives."—BETTER BRUSHES, INC.

"We supplied this book to some of our advertising and office men as well as salesmen. All of them appreciated the Data Book and the information it carries."—COCA-COLA BOTTLING WORKS.

Sales Executive's Personal Record Book

A handsome, limp leather bound desk book for executives. Organized space for sales records, plans, daily appointments, memoranda, etc., especially suited to the executive. Includes 50 pages of tables, tabulations, lists, and charts of information of daily use to the sales executive. A splendid gift for $5. Ask for Circular.

The DARTNELL CORPORATION

Publishers of Sales Management Magazine and the Dartnell Service for Sales Executives

Chicago—New York—London

Sample Copy $1.00 Quantity Prices on Request

Sample $1; by the dozen $10.50. Gold stamping salesman's name in panel 25c a book extra. Ask for quantity prices.

Fits the Vest Pocket

Every Salesman Will Want One

Send a sample copy of the Dartnell 1926 Salesman's Data Book—$1 (25c. extra for gold stamping name) and quote price on following quantity—

.....

Name .....

Company .....

Address .....

Check Possible Use of Quantity

- Gifts for Salesmen ☐
- Jobbers' Salesmen ☐
- Dealers ☐
- Branch Managers ☐
- Banquet Place Cards ☐
- Convention Souvenirs ☐
- Contest Prizes ☐
- Brokers or Agents ☐
- Hotel Guests ☐
- Friends Who Sell ☐
- Customers ☐

Mail to the Dartnell Corporation, 4666 Ravenswood Ave., Chicago

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How I Find Copy Material

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of the largest steel companies, and is head of the Metallurgical Department at Case School of Applied Sciences. Professor C. W. Parmalee is past-president of the American Ceramic Society, and head of the School of Ceramic Engineering at the University of Illinois.

For copy appealing to the higher executive—the president or general manager, a man who presumably is not an engineer—we adopt a slightly different attack. For such advertisements I have found it very profitable to keep a file of clippings of articles written to appeal to this type of man. I have found such articles to be a very fruitful source of headlines, copy suggestions, and thoughts around which an entire advertisement can be built. In this file are data from every conceivable source. Many of the ideas, while absolutely unsuited to our purposes, still have a thought which can be worked out very effectively along different lines. We again rely very largely on the appeal of increased profits to reduce steam costs, lower rejections, etc., to accomplish our purposes, with an illustration to attract attention.

In this class of advertising, as judged from an inquiry standpoint, the sales made have been much smaller. In the advertising direct to the man who actually uses the equipment, we have determined the effectiveness of our appeal as far as this is possible by actual results. On a few occasions we have purposely changed the nature of our copy, and the result has encouraged us to believe that the performance copy has the strongest appeal.

Campbell-Ewald Company

Detroit, will direct advertising for the new General Motors car (yet unnamed) which will be manufactured in the Oakland automobile factory at Pontiac, Mich.

Thomas Kennet

Editor of the *Pelham Sun*, was elected president of a new Westchester County Weekly Newspaper Publishers' Association which was formed at White Plains, N. Y., Oct. 2, 1925. Other officers are: Fred Drumgoold of the *Mount Kisco Recorder*, and Harry Sattler of the *Harrison Observer*, vice-presidents; G. Harris Danzberger, publisher of the *Hartsdale Herald*, secretary; Colin T. Naylor of the *Peekskill Highland Democrat*, treasurer.

Louis H. Sebbes

Formerly editor of the directories division of the Chilton Class Journal Company, has joined the Reincke-Ellis Company, Chicago advertising agency, as account executive in the automotive division.

Is America Becoming Over-Industrialized?

By Frank O. Lowden
Ex-Governor of Illinois

IT is a hopeful sign that those engaged in other occupations are beginning to interest themselves in the farm problem. For, after all, it is their problem. Every civilization is conditioned upon its food supplies.

Our exports of food products of recent years have been negligible. Indeed, there have been times when we have bought from foreign countries more food than we have sold to foreign countries.

So at last it is the soil and its fertility which sets a limit to national growth. The products of industry may multiply indefinitely. Science and invention are busily engaged in suggesting new wants to man and then supplying them. If it were not for one limiting factor, no one can say to what heights this industrial era in which we live might go. That limiting factor is the raw materials that come from out the earth. Most important of all these is food.

A short time ago I visited England. The remark I heard oftenest among her economists and publicists was that England was over-industrialized. England was the mother of modern industrialism. In the early days of what we now call the industrial age England was supreme. In invention, in business organization, she led the world. She appreciated her unrivalled advantages in manufacturing and in commerce, Her agricultural territory is limited. She looked across the sea. She saw, it seemed to her, unlimited cheap foods which she could transport in her own bottoms in exchange for manufactured products. It is not strange, therefore, that England at that time, under the circumstances then existing, deliberately adopted the policy of subordinating her agriculture to her industry and commerce.

And yet after the lapse of a little time—for what is a century and a half in the life of a nation?—the most thoughtful men in England are today wondering if that policy was not a mistake. If England, with her unrivalled advantages, already has come upon evil days as a result of her policy, would not we in America do well to stop and reflect before we adopt a similar policy? For today all the nations of the great western world are engaged in manufacturing upon relatively equal terms. The problem of today and tomorrow is to balance agriculture with industrial progress. It now becomes more and more apparent that a nation is only secure in time of peace as well as war when it is able to feed itself. Thus viewed, the problem of agriculture becomes a national problem of the first importance.

Portions of an address before the annual dinner of the Audit Bureau of Circulations, Chicago.

Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Business Opportunities

An unusual mail order opportunity reaching 40,000 of the best consumer buyers in the United States. The entire cost is only 1c. a name including postage direct to the consumer. John H. Smith Publishing Corporation, 154 Nassau St., New York City.

GET YOUR COPY OF OUR BULLETIN OF PUBLISHING PROPERTIES FOR SALE
Address:
HARRIS-DIBBLE CO.,
345 MADISON AVE., N. Y. C.

BIG BUSINESS OPPORTUNITY
About $5,000 annual income on each $1,000 invested. Responsible company offers new, exclusive advertising proposition having unlimited possibilities. Opens a new and necessary field. Assures advertising *at the selling point.* PROTECTED TERRITORY. Experience unnecessary. NATIONAL KEI-LAC CO., 1836 LOCUST ST. ST. LOUIS, MO.

The Intercollegiate Sales Service wishes to secure exclusive connections with reliable firms dealing in the chief students' supplies, such as jewelry, pennants, pillowcases, blankets, golf apparel, athletic goods, etc., on brokerage basis. Many small and middle size college town stores do not carry full "college" lines; therefore the opportunity to sell to the collegiate trade is excellent. Write for further information, stating, withal, what you have to offer in the above lines. Intercollegiate Sales Service, Watertown, N. Y.

Service

DISTINCTIVE COPY SERVICE
Complete campaigns—features—readers verse—house organs published—advertisers anywhere write—Forrest W. Tebbetts, 623 Knickerbocker Bldg., New York City.

COMPLETE MAIL ADVERTISING SERVICE
Work done in a manner to please the most exacting. Lists supplied, addressing, folding, inserting, sealing, stamping, mailing. Equipped for quantity production on a quality basis.
MAIL SALES CORPORATION
222 West 18th Street Watkins 1408

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
14 West 40th St., New York City.
Telephone Penn. 3566.

Help Wanted

SALESMAN WANTED
Advertising solicitor in New York City on high class publication; state experience and give telephone number. Box No. 314, Adv. and Selling Fort., 9 East 38th St., New York City.

Salesman: One who is calling on advertising agencies, advertising and sales managers, manufacturers; who desires to increase his earning on part or full time; with little effort; the suggestion is all that is necessary. The proposition will not conflict with your present work—but will help you to a closer contact with your clients—commission and bonus. Give full details of your present work—territory you cover. Reference. Address Box 309, Adv. and Selling Fort., 9 East 38th St., New York City.

Position Wanted

ADVERTISING MAN, high class, seeks new connection; eighteen years with national magazines; experienced in every branch. Wide acquaintance, New York and Eastern accounts and agencies. Box No. 319, Adv. and Selling Fort., 9 East 38th St., New York City.

ADVERTISING MAN with excellent qualifications can benefit agency with his services immediately; is capable executive and contact man; fine idea man; good copy writer and artist. Have had wide direct mail experience. Have general knowledge of agency practice. Box No. 321, Adv. and Selling Fort., 9 East 38th St., New York City.

NEWSPAPER ACCOUNTANT
Accountant, college graduate, Christian, 34, now employed in executive capacity; thorough knowledge of newspaper accounting. Has instituted system for prominent newspaper. Seeking connection with newspaper or periodical. Highest references. Box No. 322, Adv. and Selling Fort., 9 East 38th St., New York City.

Artist, free lance, experienced lettering, layout and design. Have been successfully connected with agency going out of business. Desire space. Peter Reinhardt, 185 Madison Ave., New York City.

Miscellaneous

AGENTS' names neatly typewritten from our one day old inquiry letters. Price right.
K. WORLD
166 W. Washington, Chicago

Enclose an advertising blotter. They serve after your letter is destroyed. 1000 blotters $5.00, you mail $1.50 pay postman balance. W. Hyde, 144½ Russell St., Portland, Ore.

BINDERS
Use a binder to preserve your file of Fortnightly copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding one volume (13 issues) $1.85 including postage. Send your check to Adv. and Selling Fort., 9 East 38th St., New York City.

"GIBBONS knows CANADA"
J. J. Gibbons Limited, *Advertising Agents*
TORONTO MONTREAL WINNIPEG

Catholic Institutions Constitute a "Scattered City" Large as Pittsburgh: Untouched by Ordinary Advertising Appeal

THE advertiser has only one door into the Catholic Institutions. That door is the Catholic press, and in particular EXTENSION MAGAZINE. Every Catholic Institution is vitally interested in the work of EXTENSION. Consequently EXTENSION MAGAZINE is held in the highest esteem by every Catholic Institution in the country.

There are 3,316 large Catholic Institutions in the United States. Each institution purchases for an average of 200 persons; therefore, 3,316 institutions purchase for 663,200 persons all the year 'round. These figures were obtained from the replies to a recent questionnaire.

The population of the Catholic Institutions of the United States more than equals the population of Pittsburgh, Pa., the ninth largest city in the country. EXTENSION MAGAZINE offers the only effective door to this tremendous "scattered city" which is neglected by many of the large advertisers.

The enormous buying power of the Catholic Institutions is shown by the following figures, compiled by a firm of certified public accountants from replies to a questionnaire.

Average amount expended per institution per annum . . . $41,366.97
Average amount expended for food per year per institution 15,539.54

Out of 398 institutions which replied to our questionnaire (12% of the total) 198 contemplate new buildings at a cost of $47,726,200.00.

These 3,316 Catholic Institutions will spend more than 137 million dollars during the next twelve months for supplies and maintenance.

AND REMEMBER PLEASE, THAT THIS INSTITUTIONAL INFLUENCE IS A PLUS SERVICE IN ADDITION TO OVER 323,000 WELL-TO-DO CATHOLIC SUBSCRIBERS, WHO DEMAND PRODUCTS-BY-NAME, AND PURCHASE IN SIZEABLE QUANTITIES.

Extension Magazine

The World's Greatest Catholic Monthly
Member of the Audit Bureau of Circulations

ROBERT P. O'BRIEN, Director of Advertising

Eastern Representatives:
Lee & Williamson,
171 Madison Avenue,
New York, New York

General Offices:
180 North Wabash Avenue
Chicago

Pacific Coast Representatives:
V. M. Deputy & Associates,
Pico at Main Street,
Los Angeles, California

RODNEY E. BOONE

HERBERT W. BEYEA

ALFRED G. EAGER

LOUIS C. BOONE

In New Offices

EIGHT men, each skilled in advertising and merchandising, comprise the staff of the eastern advertising offices of the six newspapers in this group now located in new quarters at 9 East 40th Street, New York City.

These men are at the service of eastern advertisers. They are thoroughly familiar with the six markets covered by the newspapers they represent. They are rendering intelligent, helpful service to scores of advertisers.

Any representative of this group will welcome an opportunity to show you how one or all of this newspaper sextette may be used to increase your business.

RODNEY E. BOONE

Eastern Advertising Representative

9 East 40th Street New York City

Telephone Murray Hill 6100

CHICAGO EVENING AMERICAN
BOSTON AMERICAN
DETROIT TIMES
WISCONSIN-NEWS
ROCHESTER JOURNAL
SYRACUSE TELEGRAM

HAROLD A. STRETCH

JOHN H. BAUMANN

FRED M. VAN GIESON

WALDO S. KEMP

Kansas City, Mo.

Postum

one of the world's larg advertisers uses more lineage in The Chicago Tribune *than in any other publication on earth*

Thirty years ago C. W. Post started the Postum Cereal Company in "The Little White Barn" at Battle Creek. Today, the new Postu Building at 47th and Park Avenue, New York, stands an impressive symbo a leader in the field of cereals.

Such success eliminates any argument concerning the policies the company has followed. They must be correct. Whether you sell food products, face powder or washing machines, you may find ways to profit from this experience.

Postum is especially qualified to speak with authority on markets, mediums and merchandising. The company spends more for advertising than any other food producer.

Intensive Selling and Concentrated Advertising Win Success

The mediums used include newspapers, national magazines and billboards. A conspicuous factor in building this success has been recognition that the United States is made up of several individual markets.

To reap the full harvest from the most fertile fields, intensive sales efforts are backed up by Postum with concentrated newspaper advertising.

As with many other manufacturers, the richest of these zone markets has proved to be The Chicago Territory—Illinois, Indiana, Iowa, Michigan, and Wisconsin.

Year after year, Postum has concentrated large appropriations in this territory. Last year 124,516 lines of advertising were used in Chicago newspapers to promote the sale of Post Toasties, Post's Bran Flakes, Instant Postum, Postum Cereal, Grape Nuts.

Of this lineage, the morning papers received 42% more than the evening papers. The Chicago Tribune led the other morning papers by 68%.

Now, The Tribune receives a larger share of the appropriation than any other newspaper in the country. It is carrying, in fact, more agate lines of Postum advertising than any other magazine or newspaper on earth.

Yet as recently as 1920 The Tribune received only a small share of the Chicago appropriation. Prior to that, it was omitted entirely. Following that, its portion has increased yearly. Results have won for The Tribune this overwhelming lead in lineage.

Although the Chicago Territory occupies only one-twelfth of the nation's area, it produced in 1924 more than one-fifth of Postum's tota sales.

This means that The Chicago Territory co sumes every week more than a million packag of Post Health Products.

A Method, a Market and a Medium Worth Your Consideration

In the words of The Postum Cereal Company, "As the largest advertiser in the food industry, this company is logically the largest food advertiser in point of lineage in The Chicago Tribune, the World's Greatest Newspaper."

The lineage figures are convincing proof that the company recognizes The Chicago Tribune as the most powerful selling medium in the great Chicago territory.

Isn't such evidence of a rich and responsive market worth investigating? Doesn't this testimony to the selling power of its dominant advertising medium mean something to you?

Can't you, too, get greater returns from newspaper advertising—and particularly from newspaper advertising that is read in the morning, before instead of after the daily marketing tour? A Tribune man will welcome the opportunity to talk it over with you.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Circulation Over 670,000 on Week Days and Over 1,000,000 on Sundays

Public Library,
Kansas City, Mo.